

ARTEP 55-62-MTP

**Mission Training Plan
for the
Headquarters,
Transportation Composite Group**

SEPTEMBER 2002

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HEADQUARTERS, DEPARTMENT OF THE ARMY

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Mission Training Plan for the Headquarters, Transportation Composite Group

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PREFACE

The purpose of the MTP is to provide a descriptive, performance-oriented training guide to assist leaders in training their units. The MTP contains tasks that support the unit's mission(s) outlined in doctrinal manuals. Unit leaders must use their METL to identify which collective tasks in the MTP must be trained. Task standards in the MTP are the Army's standards for executing those tasks. Standards for training may be made more difficult but may not be lowered. This MTP also contains Appendix A (Combined Arms Training Strategy), Appendix B (Army Universal Task List), and Appendix C (The Effects of the Laws of Land Warfare on Combat Health Support). This MTP is in full alignment with and is part of the United States Army's training and tactical doctrine.

This MTP applies to TOE 55622L, Headquarters and Headquarters Company, Transportation Composite Group.

Unless otherwise stated, the masculine gender is used for both men and women.

The proponent of this publication is HQ TRADOC. Submit changes for improving this publication on DA Form 2028 (Recommended Changes to Publications and Blank Forms) and forward it to: Commander, USACASCOM, Training Directorate, Transportation Training Division, ATTN: ATCL-AT, Fort Lee, VA 23801-1511.

ENVIRONMENTAL TRAINING AND INTEGRATION

The US Army environmental strategy into the 21st century defines the Army's leadership commitment and philosophy for meeting present and future environmental challenges. It provides a framework to ensure that environmental stewardship ethic governs all Army activities. As an integral part of all Army missions, the Army's environmental vision is to be a national leader in environmental and natural resource stewardship for present and future generations. The Army's environmental vision statement communicates the Army's commitment to the environment.

Soldiers and leaders are expected to serve as the Army's basic environmental stewards and have a professional and personal responsibility to understand the Army's environmental program.

Soldiers and leaders must understand their specific duties and responsibilities concerning protection of the environment, and comply with environmental laws and regulations. Commanders must stay current of federal, state, local, and HN laws and must apply whichever are the most stringent.

Stewardship of our environment is part of our mission to maintain a trained and ready Army. Leadership is the key to success. Each leader in the chain of command, including the NCO support channels, is responsible for ensuring that the Army environmental strategy is implemented and that environmental stewardship is an integral part of everything we do. Each soldier, civilian, and family member is a steward of the environment. America's Army shares with all Americans their values of democracy, equal opportunity, and wise use of environmental assets. The American people expect the Army to manage the resources entrusted to it.

ENVIRONMENTAL PROTECTION AND HAZARD AWARENESS NOTICE

DEATH or serious injury may result if personnel fail to observe safety precautions.

WARNINGS

FUEL FLAMMABLE/NO SMOKING

Fuel is flammable and toxic to eyes, skin, and respiratory tract. Skin/eye protection is required. Avoid repeated/prolonged contact. Use only in well ventilated areas. Keep away from open flames or other sources of ignition. Post **FUEL FLAMMABLE/NO SMOKING** signs around the area. Suitable fire extinguisher must be present.

Fuel on clothing can be fatal if ignited by a static discharge. If fuel gets on your clothes, leave the refueling area as soon as possible and wet clothes with water before taking them off. In extreme cold conditions, clothes should not be wet; instead, ground yourself to a piece of grounded equipment by taking hold of it before taking off your clothes. Wash skin with warm soapy water.

Spilled fuel creates a flammable, vapor-air mixture and fire can take place. Stop refueling immediately if fuel spill occurs.

FROSTBITE

Touching cold metal with exposed skin will cause skin to bond with metal. Gloves are required when touching cold metal objects. Do not touch cold metal parts with bare hands.

SOLVENT HAZARD

Dry cleaning solvent, P-D 680, Type III, used to clean parts is potentially dangerous to personnel and property. Eye protection is required. Avoid repeated and prolonged skin contact by wearing rubber or nonporous gloves when handling solvents or material wet with dry cleaning solvent. Wash hands with soap and water immediately after exposure and use a lanolin based skin cream to prevent skin drying. Do not use near open flame or excessive heat. Flash point of solvent is 138 degrees F. Do not work with solvent in a closed area. Be sure there is good ventilation or the solvent vapors will build up in the air and become a poisonous mixture, which can cause physical injury or even death.

ELECTRICAL HIGH VOLTAGE CAN KILL YOU

Electrical high voltage cannot be seen, but it can kill you. Electricity is unlike most other dangerous things you can come in contact with because it gives no warning and no symptoms; and its effects are immediate. It can kill you, render you unconscious, or severely burn you. To ensure your safety and that of other maintenance personnel, always observe the following precautions:

- **DO NOT** perform any maintenance on electrical equipment unless all power is removed.
- **BE CERTAIN** that there is someone assisting you who can remove power immediately.
- **ALWAYS** place **POWER OFF** warning tags on power supply switches so that no one will apply power while you are performing maintenance.
- **FOR ARTIFICIAL RESPIRATION**, refer to **FM 21-11**.

COMPRESSED AIR HAZARD

Compressed air can blow dust into the eyes. Wear eye protection. Do not exceed 30 psi at the nozzle. *FIRST AID* instructions are given in *FM 21-11*.

CARBON MONOXIDE (EXHAUST GAS) CAN KILL YOU

Carbon monoxide is without color or smell, but can kill you. Breathing carbon monoxide produces symptoms of headache, dizziness, loss of muscular control, a sleepy feeling, and coma. Brain damage or death can result from heavy exposure. Carbon monoxide occurs in the exhaust fumes of burning heaters and internal combustion engines. Carbon monoxide can become dangerously concentrated under conditions of no ventilation. Precautions must be followed to ensure operator's safety when combustion engines are in operation.

- **OPERATE** with the exhaust pipes unobstructed.
- **DO NOT** operate the powered module with a known exhaust (combustion air) leak.
- **BE ALERT** at all times during operating procedures for carbon monoxide poisoning. If exposure is present, *IMMEDIATELY* evacuate personnel to fresh air.
- **BE AWARE** the field protection mask used for NBC attack **WILL NOT** protect you from carbon monoxide poisoning.

THE BEST DEFENSE AGAINST CARBON MONOXIDE POISONING IS GOOD VENTILATION.

JEWELRY

Jewelry can catch on equipment and cause injury, or may short across an electrical circuit and cause severe burns or electrical shock. Remove rings, bracelets, wristwatches, and neck chains before working around or on the unit.

HOT COMPONENTS

Contact with hot components can cause burns. Allow unit to cool down before attempting service, inspection, or maintenance activity.

STEEL BANDING

Steel banding, cut under tension, can snap free and cause injury. Leather gloves and face shield are required.

FUEL SPILL

Fuel is toxic and can cause injury to personnel and damage equipment. Improper positioning of external fuel source can cause the internal fuel tank to overflow. Properly position external fuel source.

NOTE

Report all hazards. If at any time you detect a hazard, it is your responsibility to report the hazard to ensure that it is corrected. If you detect a “new” or “suspected new” hazard, particularly due to equipment installation, modification, or repair, it is your responsibility to report through your chain-of-command to ensure that a **SAFETYGRAM** is submitted to the US Army Aviation and Troop Command, Safety Office. This will ensure that this hazard will be investigated, publicized, or corrected, as required.

ENVIRONMENTAL PROTECTION

Environmental damage has many wide-ranging consequences. The complete success of the tactical mission depends on your environmental awareness. Leaders and soldiers must be aware of the ramifications of their actions on the environment, which, in turn, reflects upon the overall mission. Prevention of spills and improper disposal of hazardous materials and hazardous waste is everyone’s responsibility. Know the proper procedures for preventing and reporting oil or fuel spills IAW your local unit SOP.

CHAPTER 1

UNIT TRAINING

1-1. GENERAL. This MTP provides the commander guidance with a tactical and technical training and evaluation document for the unit. It also provides guidance concerning how to train personnel for the key missions of the unit. The specific details of the unit training program will depend on the following factors:

- a. Chain of command training directives and guidance.
- b. Unit training priorities.
- c. Training resources and areas available.

1-2. SUPPORTING MATERIALS. This MTP describes a critical wartime mission-oriented unit training program that supports ARTEP 55-601-MTP. The unit's training program consists of a unit MTP and includes the following:

- STPs for common task training for the appropriate MOS and SLs.
- MQS and manuals for company grade officers.

1-3. CONTENTS. To provide a complete unit training and evaluation document, this MTP contains six chapters.

a. Chapter 1, Unit Training. This chapter is the foundation for using the MTP. It explains how to use the remaining five chapters for training and evaluating each unit. It also identifies each unit missions and illustrates their relationship to the transportation unit's missions.

b. Chapter 2, Training Matrix. This chapter shows the relationship between missions and collective tasks. Each unit commander uses these training matrixes for planning tools for training.

c. Chapter 3, Training Plans. This chapter describes the use of mission outlines and provides a mission for the unit's overall critical wartime mission. The outline shows the relationship of the FTX and its supporting STX.

d. Chapter 4, Training Exercises. This chapter consists of an FTX and its supporting STXs. These exercises are used to train personnel in the unit's missions and in the supporting tasks. These exercises provide training information and a scenario to give you a pre-constructed, flexible training vehicle, which supports the training of the unit missions. These exercises may also serve as part of an internal or external evaluation designed to have the unit execute the missions in a tactical setting. These exercises may be modified to suit each unit training needs.

e. Chapter 5, Training and Evaluation Outlines. This chapter provides the training and evaluation criteria for all the tasks each unit must master to be able to perform its missions. The T&EOs are provided for each task and includes their related standards. Each T&EO is part of a mission and in various combinations they compose the training exercise in Chapter 4.

f. Chapter 6, External Evaluation. This chapter provides instructions for developing an external evaluation of each unit.

1-4. MISSIONS AND TASKS. This MTP considers two types of missions:

- *Stated missions* - which are found in the TOE.
- *Implied missions* - which must be performed to accomplish the stated missions.

The relationship of tasks to missions and their training requirements are discussed in paragraphs a through e.

a. This unit has one critical wartime mission -- Provide Transportation Support. There are six supporting missions that support this critical wartime mission. These missions include the following:

- Supervise Deployment.
- Plan Transportation Support.
- Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources.
- Supervise Establishment of Subordinate Elements' Bases and Facilities.
- Direct Transportation Services.
- Coordinate Force Protection Activities.
- Supervise Redeployment of Subordinate Elements to Home Station.

b. The critical wartime mission echelon relationship diagram shows the relationship of the missions of the lower echelon unit to those of a higher echelon. The missions of a lower echelon unit must support the missions of a higher echelon unit.

c. Each unit mission task requires training by the unit. Training for unit tasks may be done individually or with others. In either training situation, the training must be based on the training criteria provided in the T&EOs. Several T&EOs can be grouped and trained as an STX (Chapter 4) and several STXs can be developed into an FTX to train personnel in the unit's critical wartime missions.

d. Individual STP and MQSs II and III training, TEWT, battle simulations, and execution of unit missions provide training in leader tasks, which support the unit missions.

e. Individual tasks that support the unit tasks are mastered through training to standards outlined in the STP. These tasks must be mastered and sustained by all members of the unit.

1-5. TRAINING PRINCIPLES. This MTP is based on the training principles outlined in FM 25-100.

a. Train as Combined Arms and Services Team. Although this MTP addresses only the company, the company will often train as part of a combined arms team in higher echelon exercises.

b. Train as You Fight. Units fight as they train. Soldiers remember the last way they performed a task whether it was right or wrong. Soldiers and companies must perform tasks according to established standards, which are rigidly enforced by leaders.

c. Train Using the Published Army Doctrine. This MTP conforms to published doctrine. Leaders are responsible for knowing current doctrine and training according to doctrine.

d. Use Performance Oriented Training. Unit's become proficient in the performance of critical tasks and missions by practicing them. Since soldiers learn by doing, the vast majority of a unit's training must involve performing tasks with coaching and critiquing by the leaders and good AARs.

e. Train to Challenge. Challenging training builds competence and confidence by developing and sharpening skills. It inspires excellence by fostering initiative, enthusiasm, and eagerness to learn.

f. Train to Sustain Proficiency. The cornerstone of the ARTEP is the concept of sustaining proficiency. The unit must be prepared to go to war on short notice. To sustain proficiency, the unit must train--evaluate--train. Sustainment requires practice and repetition. Evaluation of these practices identifies training weaknesses simultaneously. The training plans and smaller training components allow facilitate this process and reduce planning time. Matrixes allow the leader to see training weaknesses in the context of the mission, which will lead to resolution of problems.

g. Train Using Multiechelon Techniques. Multiechelon training is the most efficient way of training and sustaining a diverse number of mission essential tasks within limited periods of training time. To use available time and resources, commanders must simultaneously train individuals, leaders, and unit at each echelon in the organization during training events.

h. Train to Maintain. Maintenance training designed to keep equipment in the fight is of equal importance to soldiers as being expert in its use.

i. Make Commanders the Primary Trainers. Leaders at all levels are responsible for the training of their soldiers. The unit's success on the battlefield will depend on the personal training involvement of the leaders.

1-6. COMBINED ARMS TRAINING STRATEGY. CATS is designed to provide Army leaders a strategy that states the rationale and justification for requesting all Army training resources in both institutions and units. It provides training management guidance for institutional commandants and unit commanders to plan and execute required training to established Army standards. Institutional strategies are prescriptive and define the mandatory training requirements for qualifying soldiers and leaders to specified levels of competency in respective functional specialties. The training program developed and executed by this unit to train to standards in its wartime mission is also a component of CATS. CATS provides the tools that enable the Army to focus and manage training in an integrated manner. The major focus of CATS is a series of proponent-generated unit and institutional strategies that describe the training and resources required to train to standard.

a. The unit training strategies in CATS provide the commander with a descriptive "menu" for training. While the "menu" may reflect an optional guide for training to standard, it is unlikely that all units will have the exact mix of resources required to execute such a strategy.

b. This unit's training strategy (see Appendix A) is a descriptive training strategy that provides a means of training this unit to standard by listing required training events, critical training gates, training event frequencies, and training resources. The commander selects from this MTP the tasks required to train his METL. The training strategies provide the means to train these tasks through a focused and integrated training plan.

c. This unit's training strategy has two separate training strategies. When integrated with the training tasks found in the MTP, they form a comprehensive and focused strategy, which permits this unit to train to standard. The elements of this unit's training strategy are as follows:

(1) *CSS unit training strategy*. This strategy is intended to provide a set of recommended training frequencies for key training events in a unit and depict those resources, which are required to support training events. CSS unit training strategies must address both technical (mission) and tactical (maneuver/survival) training needs of CSS soldiers and units.

(2) *Soldier strategy*. The soldier strategy provides an annual plan for training and maintaining skills at the individual level and lists the resources required to train a soldier.

d. A critical element in the unit training strategy is the identification of critical training gates. These gates are defined as training events that must be conducted to standard before proceeding to a more difficult or resource-intensive training event or task. Training events follow the crawl, walk, run training methodology. For example, if unit training strategy calls for conducting an FTX, and an STX has been identified as a critical training gate for the FTX, the training tasks contained in the STX must be trained to standard prior to conducting the FTX. Standards must be specific so that a commander can assess the preparedness of his soldiers or unit(s) to proceed to more complex training events. By using training gates, the unit's METL and the commander's assessment of his unit's training status will determine the selection and timing of the collective training exercises in a specific unit's training strategy.

e. When developing the unit's training plan, the commander identifies tasks from the MTP required to train his METL. He will use the training strategy found in Appendix A to develop a battle-focused training plan that integrates and links METL-derived MTP training tasks with CATS training events.

1-7. CONDUCTING TRAINING. This MTP is designed to facilitate the planning, preparation, and conduct of unit training as explained in FM 25-101.

a. Based on the unit's training guidance, the commander will assign the missions or tasks for training. He must plan and execute unit training in support of the unit commander's guidance.

b. The unit mission outlined in Chapter 3 must be reviewed to determine whether the FTX provided will support or can be modified to support the unit commander's guidance. If the matrix in Chapter 2 does not support the guidance or need to be modified, they should be reviewed. This matrix provides a listing of all critical collective tasks, which must be mastered to perform a specific mission. It also shows the collective tasks that must be performed to accomplish an STX.

c. The tasks required must be prioritized. Training must be oriented toward the greatest challenges and most difficult sustainment skills. The commander and subordinate leaders should analyze and prioritize tasks for training.

d. After the training tasks are selected, the commander must incorporate them into the training schedule. The following procedures should be followed:

- (1) List the tasks in the priority and frequency needed to be presented for training.
- (2) Determine the required training time.
- (3) Determine the best procedure for using multiechelon training.
- (4) Determine training location(s).
- (5) Determine training responsibilities.
- (6) Determine time needed for training.
- (7) Determine best training method.
- (8) Determine the resources necessary to train the selected tasks.

1-8. FORCE PROTECTION (SAFETY).

a. Safety is a component of force protection. Commanders, leaders and soldiers use risk assessment/management to tie force protection into the military around the mission. Risk management assigns responsibilities, institutionalizes commander's review of operational safety and leads to decision-making at a level of command appropriate to the risk. The objective of safety is to help units protect combat power through accident prevention, which enables units to win fast and decisively, with minimum losses. Safety is an integral part of all operations. Safety begins with readiness, which determines a unit's ability to perform its METL to standard. Readiness standards addressed during METL assessment are as follows:

- (1) Soldiers with the self-discipline to consistently perform tasks to standard.
- (2) Leaders who are ready, willing, and able to enforce standards.
- (3) Training that provides skills needed for performance to standard.
- (4) Standards and procedures for task preference that are clear and practical.
- (5) Support for task preference, including required equipment, personnel, maintenance, facilities, and services.

b. Risk management is a tool that addresses the root causes (readiness shortcomings) of accidents. It assists commanders and leaders in not only identifying what the next accident is going to be, but it also helps identify who will have the next accident. Risk management is a way to put more realism into training without paying the price in deaths, injuries or damaged equipment.

c. Safety demands total chain of command involvement in planning, preparing, executing, and evaluating training. The chain of command responsibilities include the following:

(1) **Commanders.**

- (a) Seek optimum, not adequate performance.
- (b) Specify the risk they will accept to accomplish the mission.
- (c) Select risk reductions provided by staff.
- (d) Accept or reject residual risk, based on the benefit to be derived.
- (e) Train and motivate leaders at all levels to effectively use risk management concepts.

(2) **Staff.**

- (a) Assists the commander in assessing risks and in developing risk reduction options when planning training.
- (b) Integrates risk controls in plans, orders, METL standards, and performance measures.
- (c) Eliminates unnecessary safety restrictions that diminish training effectiveness.
- (d) Assesses safety performance during training.
- (e) Evaluates safety performance during AARs.

(3) **Subordinate leaders.**

- (a) Apply consistently effective risk management concepts and methods to operations they lead.
- (b) Report risk issues beyond their control or authority to their superiors.

(4) **Individual soldier.**

- (a) Reports unsafe conditions and acts and corrects the situation when possible.
- (b) Establishes a buddy system to keep a safety watch on one another.
- (c) Takes responsibility for personal safety.
- (d) Works as a team member.
- (e) Modifies own risk behavior.

d. Risk management is a five-step cyclic process that is easily integrated into the decision making process outlined in FM 101-5. The five steps are as follows:

(1) *Identify hazards.* Identify the most probable hazards for the missions.

(2) *Assess hazards.* Analyze each hazard to determine the probability of its causing an accident and the probable effect of the accident. Identify control options to eliminate or reduce the hazard. The Army Standard Risk Assessment Matrix (see Figure 1-1) is a tool for assessing hazards.

			HAZARD PROBABILITY				
			FREQUENT	LIKELY	OCCASIONAL	SELDOM	UNLIKELY
			A	B	C	D	E
E F F E C T	CATASTROPHIC	I	EXTREMELY HIGH				
	CRITICAL	II	HIGH				
		III	MEDIUM		LOW		
	NEGLIGIBLE	IV					

Figure 1-1. Risk assessment matrix

(3) *Make risk decisions.* Weigh the risk against the benefits of performing the operations. Accept no unnecessary risks and make any residual risk decisions at the proper level of command.

(4) *Implement controls.* Integrate specific controls into plans, OPLANs, OPORDs, SOPs, and rehearsals. Communicate controls to the individual soldier.

(5) *Supervise.* Determine the effectiveness of controls in reducing the probability and effect of identified hazards to include follow-up and after action. Develop the lessons learned.

e. Fratricide is a component of force protection and is closely related to safety. Fratricide is the employment of weapons, with the intent to kill the enemy or destroy his equipment, that result in unforeseen and unintentional death, injury, or damage to friendly personnel or equipment. Fratricide is by definition an accident. Risk assessment/management is the mechanism with which incidences of fratricide can be controlled.

f. The primary causes of fratricide are as follows:

(1) ***Direct-fire control plan failures.*** These occur when units fail to develop defensive and, particularly, offensive fire control plans.

(2) ***Land navigation failures.*** These result when units stray out of sector, report wrong locations, and become disoriented.

(3) ***Combat identification failure.*** These failures include gunners or pilots being unable to distinguish thermal/optical signatures near the maximum range of their sighting systems and units in proximity mistaking each other for the enemy under limited visibility conditions.

(4) ***Inadequate control measures.*** Units fail to disseminate the minimum maneuver and fire support control measures necessary to tie control measures to recognizable terrain or events.

(5) ***Reporting communication failures.*** Units at all levels face problems in generating timely, accurate, and complete reports as locations and tactical situations change.

(6) ***Weapons error.*** Lapses in individual discipline lead to charge errors, accidental discharges, mistakes with explosives and hand grenades, and similar incidents.

(7) ***Battlefield hazards.*** Unexploded ordnance, unmarked or unrecorded minefields, FASCAM, and booby traps litter the battlefield. Failure to mark, remove, record or anticipate these hazards increases the risk of friendly casualties.

g. Fratricide results in unacceptable losses and increases the risk of mission failure. Fratricide undermines the unit's ability to survive and function. Units experiencing fratricide observe the following consequences:

(1) Loss of confidence in the unit's leadership.

(2) Increasing self-doubt among leaders.

(3) Hesitation to use supporting combat systems.

(4) Over-supervision of units.

(5) Hesitation to conduct night operations.

(6) Loss of aggressiveness during fire and maneuver.

(7) Loss of initiative.

(8) Disrupted operations.

(9) General degradation of cohesiveness, morale, and combat power.

1-9. ENVIRONMENTAL PROTECTION. Protection of natural resources has continued to become an ever increasing concern to the Army. It is the responsibility of all unit leaders to decrease, and if possible, eliminate damage to the environment when conducting training. Environmental risk management parallels safety risk management, and is based on the same philosophy as safety risk management. Environmental risk management consists of the following steps:

a. **Identify Hazards.** Identify potential sources for environmental degradation during analysis of METT-T factors. This requires identification of environmental hazards. An environmental hazard is a condition with the potential for polluting air, soil, or water and/or destroying cultural/historical artifacts.

b. **Assess the Hazards.** Analyzes potential severity of environmental degradation using environmental risk assessment matrix (Figure 1-2, page 1-10). Severity of environmental degradation is considered when determining the potential effect an operation will have on the environment. The risk impact value is defined as an indicator of the severity of environmental degradation. Quantify the risk to the environment resulting from the operation as extremely high, medium, or low, using the environmental assessment matrixes.

c. **Make Environmental Risk Decisions.** Make decisions and develop measures to reduce high environmental risks.

d. **Brief Chain of Command.** Brief chain of command (to include installation environment office, if applicable) on proposed plans and pertinent high risk environmental matrixes. Risk decisions are made at a level of command that corresponds to the degree of risk.

e. **Implement Controls.** Implement environmental protection measures by integrating them into plans, orders, SOPs, training performance standards, and rehearsals.

f. **Supervise.** Supervise/enforce environmental protection standards.

1-10. BATTLE FOCUS. Battle focus derives peacetime training requirements from wartime missions. It guides the planning, execution, and assessment of the unit training program to ensure it trains as it is going to fight. Battle focus is critical throughout the entire training process and is used by commanders to allocate resources for training based on wartime mission requirements. It helps the commander recognize that the unit cannot attain proficiency to standard on every task due to time or resources constraints. However, a successful training program is achievable by narrowing the focus to a reduced number of vital tasks that are essential to mission accomplishment.

1-11. SAFETY. A well-trained unit is normally accident-free. Although accidents can occur through no fault of the soldier, most accidents result from unsafe acts of inadequately trained, unsupervised, or complacent personnel. While conducting the training in this publication, leaders must incorporate safety into every task. Training is effective when soldiers are confident in their abilities to perform the tasks and assured that they will not be injured or cause damage to their equipment. Leaders and trainers must ensure SOPs for safety are complied with during all facets of training. They must also ensure that on-the-spot corrections are made when any unsafe practice is observed.

Environmental Area				Rating:		
Unit Operations		Risk Impact				
Movement of heavy vehicles systems	5	4	3	2	1	0
Movement of personnel and light vehicles/systems	5	4	3	2	1	0
Assembly area activities	5	4	3	2	1	0
Field maintenance of equipment	5	4	3	2	1	0
Garrison maintenance of equipment	5	4	3	2	1	0
Environmental Risk Assessment Worksheet	5	4	3	2	1	0
	Movement of heavy vehicles/ systems	Movement of personnel and light vehicles/systems	Assembly area activities	Field maintenance of equipment	Garrison maintenance of equipment	Risk rating
Air pollution						
Archeological and historical sites						
Hazardous material/waste						
Noise pollution						
Threaten/endangered species						
Water pollution						
Wetland protection						
Overall rating						
Overall Environmental Risk Assessment Form						
Category	Range	Environmental		Decision Maker		
Low	0-58	Little or none		Appropriate Level		
Medium	59-117	Minor		Appropriate Level		
High	118-149	Significant		Division Cdr		
Extremely High	150-175	Severe		MACOM Cdr		
Risk Categories						

Figure 1-2. Environmental risk assessment matrix

1-12. EVALUATION. The T&EOs in Chapter 5 list the standards, which the unit must meet for each task.

a. Evaluation can be either internal or external. Internal evaluations are conducted at all levels and must be inherent in all training. External evaluations are usually more formal and are conducted by the next higher HQ.

b. A critical weakness in training is the failure to evaluate each task every time it is executed. The ARTEP concept is based on simultaneous training and evaluating. Every training exercise provides the potential for evaluation and every evaluation is a training session. To optimize training, the commander must restate to the trainers and leaders the necessity for continually evaluating training.

c. Emphasize direct, on-the-spot evaluations. Correcting poor performance during individual or small group training is easy to do. In higher level exercises this is usually not feasible because outside evaluation is used. Continuous evaluation by the leader at every level makes the difference. AARs should be given at frequent, logical intervals during exercises. This allows the commander to correct performance shortcomings while they are still fresh in everyone's mind. This will also prevent reinforcement of bad habits.

d. FM 25-101 provides detailed instructions for conducting an AAR and detailed guidance on coaching and critiquing during training.

1-13. FEEDBACK. Your recommendations for improvement of this MTP are requested. Use the questionnaire at the end of this MTP for your comments.

CHAPTER 2

TRAINING MATRIX

2-1. GENERAL. The training matrix (Table 2-1) assists the commander in planning and executing unit training. The matrix is an organized set of relationships, which can be used to determine the missions and tasks to be performed in a specific situation or exercise.

2-2. TRAINING MATRIX: MISSION TO COLLECTIVE TASKS. This training matrix illustrates the relationship between the unit missions and their component collective tasks. The AUTL BOS are tools used to list all essential elements of the Army Division's combat power. The collective tasks are listed under the appropriate AUTL BOS. An asterisk in the matrix identifies the AUTL BOS. Appendix B defines the AUTL BOS used in this matrix. The training matrix is used to plan the training for a specific mission or AUTL BOS. The commander determines which tasks, in training each AUTL BOS, to perform. Based on the known proficiency of the unit, the training should concentrate on the unit's weaknesses. Training in AUTL BOS can be accomplished by providing training in all tasks listed in a specific system.

Table 2-1. Training matrix (missions to collective task matrix)

MISSIONS							
Collective Tasks and T&EO Numbers	Supervise Deployment	Plan Transportation Support	Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	Supervise Establishment of Subordinate Elements' Bases and Facilities	Direct Transportation Services	Coordinate Force Protection Activities	Supervise Redeployment of Subordinate Elements to Home Station
*DEVELOP INTELLIGENCE Provide Intelligence Support (63-6-4048)			X			X	
*DEPLOY/ CONDUCT MANEUVER Supervise Advance/Quartering Party Activities (63-6-4014)			X	X			
Establish Command Post (Forward) (63-6-4015)				X			

Table 2-1. Training matrix (missions to collective task matrix) (continued)

MISSIONS							
Collective Tasks and T&EO Numbers	Supervise Deployment	Plan Transportation Support	Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	Supervise Establishment of Subordinate Elements' Bases and Facilities	Direct Transportation Services	Coordinate Force Protection Activities	Supervise Redeployment of Subordinate Elements to Home Station
Coordinate Movement of Subordinate Elements (63-6-4017)			X				
Supervise Establishment of Subordinate Elements and Headquarters (63-6-4018)				X			
Establish the Logistics Operations Center and Administrative Areas (63-6-4019)				X			
Direct Deployment Alert Activities (63-6-4850)	X						
Establish the Emergency Operations Center (EOC) (63-6-4851)	X						
Operate the Emergency Operations Center (EOC) (63-6-4852)	X						
Supervise Deployment/Redeployment Activities (63-6-4853)	X						X

Table 2-1. Training matrix (missions to collective task matrix) (continued)

MISSIONS							
Collective Tasks and T&EO Numbers	Supervise Deployment	Plan Transportation Support	Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	Supervise Establishment of Subordinate Elements' Bases and Facilities	Direct Transportation Services	Coordinate Force Protection Activities	Supervise Redeployment of Subordinate Elements to Home Station
Update Movement Plan/ Order (63-6-4854)	X						
Coordinate Soldier Readiness Program Processing Support (63-6-4855)	X						
Provide Deployment Personnel and Administrative Services Support (63-6-4856)	X						
Coordinate Family Assistance Support (63-6-4857)	X						
Coordinate Deployment Training Support (63-6-4858)	X						
Perform Deployment Intelligence Support Functions (63-6-4859)	X						
Provide Deployment Logistics Support (63-6-4860)	X						

Table 2-1. Training matrix (missions to collective task matrix) (continued)

MISSIONS							
Collective Tasks and T&EO Numbers	Supervise Deployment	Plan Transportation Support	Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	Supervise Establishment of Subordinate Elements' Bases and Facilities	Direct Transportation Services	Coordinate Force Protection Activities	Supervise Redeployment of Subordinate Elements to Home Station
Perform Deployment Advance Party Activities (63-6-4861)	X						
Coordinate Onward Movement (63-6-4862)	X						
Coordinate Rear Detachment Support (63-6-4863)	X						
Perform Home Station Rear Detachment Activities (63-6-4864)	X						
Coordinate Reconstitution for Redeployment (63-6-4865)							X
Prepare Redeployment Movement Plan/Order (63-6-4866)							X
Provide Redeployment Support (63-6-4867)							X
Perform Redeployment Advance Party Activities (63-6-4868)							X
Perform Theater Rear Detachment Activities (63-6-4869)							X

Table 2-1. Training matrix (missions to collective task matrix) (continued)

MISSIONS							
Collective Tasks and T&EO Numbers	Supervise Deployment	Plan Transportation Support	Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	Supervise Establishment of Subordinate Elements' Bases and Facilities	Direct Transportation Services	Coordinate Force Protection Activities	Supervise Redeployment of Subordinate Elements to Home Station
Coordinate Home Station Activities (63-6-4870)							X
Direct Integration Activities (63-6-4871)	X						
Plan Command Deployment in a Peacetime Environment (63-6-4872)	X						
*PROTECT THE FORCE Plan Area Tactical Operations (63-6-4011)				X			
Plan Base Cluster Operations (63-6-4013)				X			
Operate the Logistics Support Area of the Logistics Operations Center (63-6-4020)				X			
Operate the Tactical Support Area of the Logistics Operations Center (63-6-4035)				X			

Table 2-1. Training matrix (missions to collective task matrix) (continued)

MISSIONS							
Collective Tasks and T&EO Numbers	Supervise Deployment	Plan Transportation Support	Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	Supervise Establishment of Subordinate Elements' Bases and Facilities	Direct Transportation Services	Coordinate Force Protection Activities	Supervise Redeployment of Subordinate Elements to Home Station
Supervise Operations Security Program (63-6-4036)			X	X	X	X	
Supervise Nuclear, Biological, and Chemical Defense Operations (63-6-4037.55-4037)				X		X	
Direct Response to Threat Actions (63-6-4049)			X			X	
*PERFORM CSS AND SUSTAINMENT Coordinate Surface Transportation Support (55-6-7001)					X		
Coordinate Terminal Service and Port Activities Support (55-6-7002)					X		
Plan Transportation Operations (55-6-7003)		X			X		
Coordinate Internal Logistics (63-6-4023)					X		

Table 2-1. Training matrix (missions to collective task matrix) (continued)

MISSIONS							
Collective Tasks and T&EO Numbers	Supervise Deployment	Plan Transportation Support	Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	Supervise Establishment of Subordinate Elements' Bases and Facilities	Direct Transportation Services	Coordinate Force Protection Activities	Supervise Redeployment of Subordinate Elements to Home Station
Coordinate Transportation Support (63-6-4030)			X				
Provide Human Resources Support - Personnel Services (63-6-4039.55-4039)					X		
Provide Human Resources Support - Administrative Services (63-6-4040)					X		
Conduct Command Religious Support Program (63-6-4041)			X	X	X	X	
Manage Maintenance Operations (63-6-4044)					X		
Direct Area Damage Control Operations (63-6-4050.55-4050)						X	
Establish Liaisons (63-6-4061)					X		

Table 2-1. Training matrix (missions to collective task matrix) (continued)

MISSIONS							
Collective Tasks and T&EO Numbers	Supervise Deployment	Plan Transportation Support	Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	Supervise Establishment of Subordinate Elements' Bases and Facilities	Direct Transportation Services	Coordinate Force Protection Activities	Supervise Redeployment of Subordinate Elements to Home Station
Conduct Battlefield Stress (63-6-4303)	X		X	X	X	X	X
Perform Risk Management Procedures (63-6-4326)	X		X	X	X	X	X
*EXERCISE COMMAND AND CONTROL Receive the Mission (63-6-4000)		X					
Conduct Mission Analysis (63-6-4001)		X					
Apply Intelligence Preparation of the Battlefield Doctrine and Techniques (63-6-4002)		X					
Develop Feasible Courses of Action (63-6-4003)		X					
Maintain Current Estimates of the Situation (63-6-4004)		X					
Analyze Feasible Courses of Action (63-6-4005)		X					

Table 2-1. Training matrix (missions to collective task matrix) (continued)

MISSIONS							
Collective Tasks and T&EO Numbers	Supervise Deployment	Plan Transportation Support	Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	Supervise Establishment of Subordinate Elements' Bases and Facilities	Direct Transportation Services	Coordinate Force Protection Activities	Supervise Redeployment of Subordinate Elements to Home Station
Prepare Operations Plan/ Order (63-6-4006)		X					
Prepare Annexes, Appendixes, Enclosures, Tabs, and Overlays (63-6-4007)		X					
Revise Tactical Standing Operating Procedures (63-6-4008)				X			
Develop Road Movement Order (63-6-4009)		X	X				
Develop Occupation Plan (63-6-4010)		X	X				
Establish Communications (63-6-4016)				X			
Maintain Communications (63-6-4038)			X	X	X	X	
Provide Command and Control (63-6-4042)	X	X	X	X	X	X	X

Table 2-1. Training matrix (missions to collective task matrix) (continued)

MISSIONS							
Collective Tasks and T&EO Numbers	Supervise Deployment	Plan Transportation Support	Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	Supervise Establishment of Subordinate Elements' Bases and Facilities	Direct Transportation Services	Coordinate Force Protection Activities	Supervise Redeployment of Subordinate Elements to Home Station
Plan Command Deployment Upon Receipt of a Warning Order (63-6-4873)	X						
Plan Command Redeployment (63-6-4874)							X

CHAPTER 3

TRAINING PLANS

3-1. GENERAL. This chapter describes how to use the MTP to develop unit-level training plans and provides a mission outline. It is designed to assist commanders in preparing training plans for critical wartime missions. FM 25-100 and FM 25-101 provides detailed information on training management and should be used with the MTP for developing unit training plans.

3-2. LONG-RANGE PLANNING. Long-range planning allows commanders to provide timely input to the Army's various training resource systems and provide a general direction for the training programs.

a. **Develop the Unit METL.** The first step in developing a METL is analyzing all specified and implied missions and other guidance. Next, the unit's wartime mission is restated. After analyzing the unit's missions and external directives, a list of tasks is identified which must be accomplished if the unit is to successfully accomplish its wartime mission. The commander, staff, and key members participate in selecting the tasks. The task list is developed using the AUTL BOS contained in Chapter 2 of the MTP. The commander reviews the task list and selects tasks that are essential to the unit's wartime mission. The selected tasks are forwarded to higher HQ. The final approved task list becomes the unit's METL. Table 3-1 shows a sample of a unit's METL.

Table 3-1. Sample unit METL

(1) Develop Intelligence.	
• Provide Intelligence Support.	
(2) Deploy/Conduct Maneuver.	
• Supervise Advance/Quartermaster Party Activities.	
• Establish Command Post (Forward).	
• Coordinate Movement of Subordinate Elements.	
• Supervise Establishment of Subordinate Elements and Headquarters.	
• Establish the Logistics Operations Center and Administrative Areas.	
• Direct Deployment Alert Activities.	
• Establish the Emergency Operations Center (EOC).	
• Operate the Emergency Operations Center (EOC).	
• Supervise Deployment/Redeployment Activities.	
• Update Movement Plan/Order.	
• Coordinate Soldier Readiness Program Processing Support.	
• Provide Deployment Personnel and Administrative Services Support.	
• Coordinate Family Assistance Support.	
• Coordinate Deployment Training Support.	
• Perform Deployment Intelligence Support Functions.	
• Provide Deployment Logistics Support.	

Table 3-1. Sample unit METL (continued)

• Perform Deployment Advance Party Activities.
• Coordinate Onward Movement.
• Coordinate Rear Detachment Support.
• Perform Home Station Rear Detachment Activities.
• Coordinate Reconstitution for Redeployment.
• Prepare Redeployment Movement Plan/Order.
• Provide Redeployment Support.
• Perform Redeployment Advance Party Activities.
• Perform Theater Rear Detachment Activities.
• Coordinate Home Station Activities.
• Direct Integration Activities.
• Plan Command Deployment in a Peacetime Environment.
(3) Protect the Force.
• Plan Area Tactical Operations.
• Plan Base Cluster Operations.
• Operate the Logistics Support Area of the Logistics Operations Center.
• Operate the Tactical Support Area of the Logistics Operations Center.
• Supervise Operations Security Program.
• Supervise Nuclear, Biological, and Chemical Defense Operations.
• Direct Response to Threat Actions.
(4) Perform CSS and Sustainment.
• Coordinate Surface Transportation Support.
• Coordinate Terminal Service and Port Activities Support.
• Plan Transportation Operations.
• Coordinate Internal Logistics.
• Coordinate Transportation Support.
• Provide Human Resources Support - Personnel Services.
• Provide Human Resources Support - Administrative Services.
• Conduct Command Religious Support Program.
• Manage Maintenance Operations.
• Direct Area Damage Control Operations.
• Establish Liaisons.
• Conduct Battlefield Stress.
• Perform Risk Management Procedures.

Table 3-1. Sample unit METL (continued)

(5) Exercise Command and Control.
• Receive the Mission.
• Conduct Mission Analysis.
• Apply Intelligence Preparation of the Battlefield Doctrine and Techniques.
• Develop Feasible Courses of Action.
• Maintain Current Estimates of the Situation.
• Analyze Feasible Courses of Action.
• Prepare Operations Plans/Orders.
• Prepare Annexes, Appendixes, Enclosures, Tabs, and Overlays.
• Revise Tactical Standing Operating Procedures.
• Develop Road Movement Order.
• Develop Occupation Plan.
• Establish Communications.
• Maintain Communications.
• Provide Command and Control.
• Plan Command Deployment Upon Receipt of a Warning Order.
• Plan Command Redeployment.

b. Establish Training Objectives. After the METL is identified, the commander establishes training objectives. The training objectives are conditions and standards that describe the situation or environment and ultimate outcome criteria the unit must meet to successfully perform the tasks. Training objectives and standards for the METL can be obtained from the MTP, STP, higher HQ guidance, and local SOP.

c. Conduct Training Assessment. The training assessment is the commander's continuous comparison of the unit's current proficiency with the proficiency required to fight and win on the battlefield. The commander, his staff, and subordinate commanders assess the organization's current proficiency on mission essential tasks against the required standard. The commander then indicates the current proficiency by rating each task as "T" (Trained), "P" (Need Practice), "U" (Untrained), or "?" (Status Unknown). The outcome of the training assessment (see Table 3-2, page 3-4) identifies the unit's training requirements.

Table 3-2. Sample commander's training assessment

	CURRENT TRAINING STATUS BATTLEFIELD OPERATING SYSTEMS				
	DEVELOP INTELLIGENCE	DEPLOY/CONDUCT MANEUVER	PROTECT THE FORCE	PERFORM CSS AND SUSTAINMENT	EXERCISE COMMAND AND CONTROL
MISSION ESSENTIAL TASK LIST					
Direct Deployment Alert Activities	T	P	P	T	P
Coordinate Internal Logistics	P	P	P	P	P
Conduct Mission Analysis	T	P	U	T	P
Apply Intelligence Preparation of the Battlefield Doctrine and Techniques	T	T	T	?	T
Legend:					
T - Trained					
P - Need Practice					
U - Untrained					
? - Status Unknown					

d. **Develop Training Strategy and Commander's Guidance.** The training strategy is developed using the outcome from the training assessment. With the training strategy, the commander and his staff establish training priorities by determining the minimum frequency each mission essential task will be trained during the upcoming planning period. It includes the commander's guidance, which includes the commander's training vision. To develop unit goals, the commander must:

(1) Review higher HQ commander's goals.

(2) Spell out, in real-world terms, what the unit will do to comply with the goals of higher echelon commanders.

(3) List in broad terms his own goals for the unit. The following is a sample of the unit's goals.

- Attain and sustain proficiency in all MTP missions.
- Maintain a 90 percent operational readiness rate.
- Attain and sustain 100 percent individual and crew-served weapons qualifications.

e. Establish Training Priorities. Priorities are established for training METL tasks by basing the priorities on training status, the criticality of the task, and the relative training emphasis the task should receive. Table 3-3 provides a sample training priority list.

Table 3-3. Sample training priority list

TASK	SOURCE	TRAINING PRIORITY
Conduct Mission Analysis	MTP	2
Develop Feasible Courses of Action	MTP	3
Develop Road Movement Order	MTP	4
Develop Occupation Plan	MTP	5
Provide Command and Control	MTP	1

f. Prepare Long-Range Training Calendars. The long-range training calendar is the coordinating tool for long-range planning. It is structured by long-range events to identify time periods available for training mission essential tasks. The long-range planning calendar projects the training events and activities of the unit training program for the upcoming 12 to 24 months. To prepare a long-range calendar, follow the steps outlined below:

(1) Select training events and activities to train the missions. The commander must project events that will enable him to achieve his goals.

(2) Assign time for subordinate units to train. Subordinate leaders must be allowed to develop their training programs in support of the unit training program.

(3) Examine various training alternatives to make optimum use of the training support available to the unit. Available training resources must be compared against division directed training, DISCOM directed training events, and subordinate level projected training events. Resourcing tools available to the commander are CATS, OPTEMPO, and STRAC.

(4) Obtain approval of long-range plans from higher HQ.

(5) Issue Guidance. Training guidance is issued to the staff and subordinate units with the long-range training calendar. This training guidance supplements the long-range training calendar and generally includes:

- (a) Training policies.
- (b) Types of mandatory training.

- (c) Training resource guidance.
- (d) Quotas for centralized training (schools).
- (e) Training goals.

3-3. SHORT-RANGE PLANNING. A short-range plan is prepared to address the immediate future (3 months). Short-range planning develops specific training objectives based on goals and guidance prepared during long-range planning. The short-range plan adds more detail and may modify the long-range plan based on current assessments. Prepare the short-range plan as described below:

- a. Review the training program, current unit proficiency, resources, and training environment.
 - (1) Review the training program described in the long-range planning process. This review determines if assessments made during long-range planning are still valid.
 - (2) Review previous short-range planning calendars for training accomplished, training preempted and lesson learned.
 - (3) Review current unit proficiency to update priorities.
 - (4) Review resources to determine if it is still possible to execute the program described on the long-range planning calendar.
 - (5) Review the training environment again in this phase of planning because it takes on added importance as training events and activities approach. Factors that affect the training environment and that collectively impact on the training program are:
 - (a) Personnel assigned.
 - (b) Personnel turbulence.
 - (c) Morale.
 - (d) Education programs.
 - (e) Mandatory training.
 - (f) Visits, inspections, and tests.
 - (g) Supplies and equipment.
 - (h) Nonmission-related activities.
 - (i) Other programs.

b. Develop a detailed plan of action for short-range training plans. Prepare the detailed plan of action as described below:

(1) Examine events scheduled on the long-range training plan to determine if they are still valid.

(2) Transfer valid events to a short-range training planning calendar.

(3) Determine desired outcomes for scheduled events.

(4) Analyze missions to determine related individual, leader, and collective tasks.

(5) Determine if there are weaknesses. Select tasks to correct these identified weaknesses and to sustain selected individual, leader, and unit strengths, as necessary.

(6) Select the specific training objectives for missions and tasks to be trained. The T&EOs in Chapter 5 provide the commander with training objectives.

(7) Prepare a short-range training planning calendar or 3 monthly schedules. The short-range training planning calendar provides a detailed plan of actions for the specified period.

(8) Review short-range plans with higher and adjacent headquarters.

(9) Issue guidance. This guidance specifically addresses how training will be accomplished.

3-4. NEAR-TERM PLANNING. The final phase of planning is the execution of training. Using the short-range plan, prepare weekly training schedules.

a. Review the training program, unit proficiency, resources, and training environment. As in long-range and short-range planning, this review determines if previous assessments are valid.

b. Finalize plans based upon the review of the unit's training program. Determine the best sequence for training tasks and complete the final coordination of the training events and activities.

c. Prepare trainers, OCs, OPFOR, and support personnel to know what is to be trained, why it is being trained, and what their role in the training will be.

3-5. TRAINING THE UNIT HEADQUARTERS. Planning training for unit headquarters personnel provides the commander with unique challenges. The most severe challenges are those that have to do with the time and availability of personnel. The staff and headquarters personnel are involved in day-to-day operations and support of subordinate unit training. It is difficult to find time to adequately address the training needs of these elements. These elements must be capable of fulfilling their role for the unit to perform its wartime mission. The strategy selected by the commander for training these elements must include an effective method for training individuals, leaders, and units.

a. Training the Unit (Staff Training).

(1) Training of the staff presents the greatest challenges within a constrained training environment. This MTP identifies the training objectives for the unit staff. The staff has many tasks to master to be effective. Examples of tasks that any staff must perform are:

- (a) Analyze terrain and threat information.
- (b) Function as an effective team.
- (c) Exchange information.
- (d) Prepare estimates of the situation.
- (e) Give appraisals.
- (f) Make recommendations and decision.
- (g) Prepare OPLANs.
- (h) Issue orders.
- (i) Coordinate and control unit operations.
- (j) Supervise subordinate units.

(2) The strategy used to train the staff will vary based on the considerations used in planning training (levels of proficiency, training support available, and so on). FM 25-101 contains detailed information on the conduct of exercises. Some methods of staff training include the following exercises:

(a) Tactical Exercises Without Troops. TEWT are low-cost, low overhead exercises conducted in the field on actual terrain suitable for training units for specific missions. Commanders use TEWT to train subordinate leaders and staffs to analyze terrain and plan for the conduct of unit missions.

(b) Map Exercise. MAPEXs are a low-overhead training exercise that allows commanders to train their staffs to perform essential integrating and control functions to support their decisions under wartime conditions. MAPEXs may be used to train the staff to exchange information, prepare estimates, give appraisals, make recommendations and decisions, prepare plans, and issue orders.

(c) Command Post Exercises. CPXs are medium-cost, medium overhead training exercises that may be conducted in garrison or a field location. CPXs normally use battle simulations to drive the staff actions.

(d) Field Training Exercises. FTXs are high-cost, high overhead exercises conducted in the field under simulated combat conditions. A unit-conducted FTX exercise the staff in coordination, control, and supervision of unit operations. Unit-conducted FTXs provide the best opportunity for the staff to combine all of its skills and perform as they would in wartime, responding to both higher and lower levels.

(3) At unit level, a method to optimize staff and unit training is to integrate TEWTs, MAPEXs, CPXs, CFXs, and CALFEXs to prepare the orders and plans for upcoming unit FTXs. This exercises the entire spectrum of the staff effectively and also makes the optimum use of unit field training time. Each unit is different and only the commander can determine the best method of training his staff.

b. Training the Headquarters Company. Training the headquarters company is a complex task requiring both unit and staff training programs. Normal day-to-day operations place a unique burden on the commander to accomplish training. Elements cross staff lines and responsibilities. The unit XO and CSM coordinate with the battalion and HQ company commander to ensure individual soldiering tasks are being mastered.

3-6. DEVELOPING TRAINING EXERCISES. Chapter 4 provides sample exercises for the unit to use or modify to meet specific training needs. Since only a sample FTX is contained in the MTP, it is necessary for the unit to develop exercises for its own use. This section provides general procedures for the unit staff to use for FTX preparation and for the unit supporting STXs. Exercise plans are normally prepared during preparation of the short-range plan. Prepare the exercises as described below:

a. Selection of Missions and Tasks for Training. This was accomplished during the development of the long-range plan.

b. Site Selection. Confirm selection of a training area.

c. Scenario Development. After missions and tasks are selected, prepare a detailed scenario for the exercise.

(1) List the missions and tasks in the preferred sequence of occurrence.

(2) Identify events necessary for the control of the exercise. These events would normally include issuance of orders, AARs, and any other administrative or logistics action necessary to conduct the exercise.

(3) Prepare exercise overlays that show the sequence of actions and terrain to be used for each event.

(4) Determine the estimated time for each event using the overlay and scenario. The total time is determined to ensure that the scenario can be completed in the time allocated for the exercise.

d. Selection of OCs and OPFOR. OCs and OPFOR are normally required for every FTX and for STXs when MILES are used. It is difficult for a unit headquarters to provide these from its own resources. When OCs and OPFOR must be provided from within the unit, unit leaders may have to serve as the OCs for their units and the OPFOR may be selected from personnel or units not essential for attainment of the exercise objectives. Ideally, the unit should provide OCs and OPFOR.

e. Preparation of Control Plan. Control plans are developed to coordinate the actions of training units, OPFOR, and OCs. A detailed control plan is prepared using the developed scenario. The control plan should consist of:

(1) Detailed schedules of OPFOR actions.

(2) Detailed instructions for the OPFOR.

(3) Detailed schedule of activities for units.

(4) OPORDs and FRAGOs for friendly units. Normally, friendly unit actions are controlled through the issuance of OPORDs and FRAGOs.

f. Preparation of the Evaluation Plan. All training is evaluated, either internally or externally. The evaluation plan identifies the tasks to be evaluated, by whom, and at what time. The evaluation will consist of:

(1) Specific instructions for OCs.

(2) A sequential list of T&EOs to be evaluated by each OC.

(3) Detailed time schedule for evaluation and AARs.

3-7. MISSION OUTLINE. The mission outline is designed to provide a graphic portrayal of the relationship of the critical wartime mission to FTXs and STXs. This outline should assist the commander and staff in the preparation of training plans. Table 3-4 is a sample mission outline for the unit.

**Table 3-4. Sample mission outline for the Headquarters,
Transportation Composite Group**

FTX C-A	
Provide Transportation Support	
STX C-1 - Supervise Deployment	
Direct Deployment Alert Activities	63-6-4850
Establish the Emergency Operations Center (EOC)	63-6-4851
Operate the Emergency Operations Center (EOC)	63-6-4852
Supervise Deployment/Redeployment Activities	63-6-4853
Update Movement Plan/Order	63-6-4854
Coordinate Soldier Readiness Program Processing Support	63-6-4855
Provide Deployment Personnel and Administrative Services Support	63-6-4856
Coordinate Family Assistance Support	63-6-4857
Coordinate Deployment Training Support	63-6-4858
Perform Deployment Intelligence Support Functions	63-6-4859
Provide Deployment Logistics Support	63-6-4860
Perform Deployment Advance Party Activities	63-6-4861
Coordinate Onward Movement	63-6-4862
Coordinate Rear Detachment Support	63-6-4863
Perform Home Station Rear Detachment Activities	63-6-4864
Direct Integration Activities	63-6-4871
Plan Command Deployment in a Peacetime Environment	63-6-4872
Conduct Battlefield Stress	63-6-4303
Perform Risk Management Procedures	63-6-4326
Provide Command and Control	63-6-4042
Plan Command Deployment Upon Receipt of a Warning Order	63-6-4873

**Table 3-4. Sample mission outline for the Headquarters,
Transportation Composite Group (continued)**

STX C-2 - Plan Transportation Support	
Plan Transportation Operations	55-6-7003
Receive the Mission	63-6-4000
Conduct Mission Analysis	63-6-4001
Apply Intelligence Preparation of the Battlefield Doctrine and Techniques	63-6-4002
Develop Feasible Courses of Action	63-6-4003
Maintain Current Estimate of the Situation	63-6-4004
Analyze Feasible Courses of Action	63-6-4005
Prepare Operations Plan/Order	63-6-4006
Prepare Annexes, Appendixes, Enclosures, Tabs, and Overlays	63-6-4007
Develop Road Movement Order	63-6-4009
Develop Occupation Plan	63-6-4010
Provide Command and Control	63-6-4042
STX C-3 - Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	
Provide Intelligence Support	63-6-4048
Supervise Advance/Quartering Party Activities	63-6-4014
Coordinate Movement of Subordinate Elements	63-6-4017
Supervise Operations Security Program	63-6-4036
Direct Response to Threat Actions	63-6-4049
Coordinate Transportation Support	63-6-4030
Conduct Command Religious Support Program	63-6-4041
Conduct Battlefield Stress	63-6-4303
Perform Risk Management Procedures	63-6-4326
Develop Road Movement Order	63-6-4009
Develop Occupation Plan	63-6-4010
Maintain Communications	63-6-4038
Provide Command and Control	63-6-4042

**Table 3-4. Sample mission outline for the Headquarters,
Transportation Composite Group (continued)**

STX C-4 - Supervise Establishment of Subordinate Elements' Bases and Facilities	
Supervise Advance/Quartermaster Party Activities	63-6-4014
Establish Command Post (Forward)	63-6-4015
Supervise Establishment of Subordinate Elements and Headquarters	63-6-4018
Establish the Logistics Operations Center and Administrative Areas	63-6-4019
Plan Area Tactical Operations	63-6-4011
Plan Base Cluster Operations	63-6-4013
Operate the Logistics Support Area of the Logistics Operations Center	63-6-4020
Operate the Tactical Support Area of the Logistics Operations Center	63-6-4035
Supervise Nuclear, Biological, and Chemical Defense Operations	63-6-4037.55-4037
Conduct Command Religious Support Program	63-6-4041
Conduct Battlefield Stress	63-6-4303
Perform Risk Management Procedures	63-6-4326
Revise Tactical Standing Operating Procedures	63-6-4008
Establish Communications	63-6-4016
Maintain Communications	63-6-4038
Provide Command and Control	63-6-4042
STX C-5 - Direct Transportation Services	
Supervise Operations Security Program	63-6-4036
Coordinate Surface Transportation Support	55-6-7001
Coordinate Terminal Service and Port Activities Support	55-6-7002
Plan Transportation Operations	55-6-7003
Coordinate Internal Logistics	63-6-4023
Provide Human Resources Support - Personnel Services	63-6-4039.55-4039
Provide Human Resources Support - Administrative Services	63-6-4040
Conduct Command Religious Support Program	63-6-4041
Manage Maintenance Operations	63-6-4044
Establish Liaisons	63-6-4061
Conduct Battlefield Stress	63-6-4303
Perform Risk Management Procedures	63-6-4326
Maintain Communications	63-6-4038
Provide Command and Control	63-6-4042

**Table 3-4. Sample mission outline for the Headquarters,
Transportation Composite Group (continued)**

STX C-6 - Coordinate Force Protection Activities	
Provide Intelligence Support	63-6-4048
Supervise Operations Security Program	63-6-4036
Supervise Nuclear, Biological, and Chemical Defense Operations	63-6-4037
Direct Response to Threat Actions	63-6-4049
Conduct Command Religious Support Program	63-6-4041
Direct Area Damage Control Operations	63-6-4050.55-4050
Conduct Battlefield Stress	63-6-4303
Perform Risk Management Procedures	63-6-4326
Maintain Communications	63-6-4038
Provide Command and Control	63-6-4042
STX C-7 - Supervise Redeployment of Subordinate Elements to Home Station	
Supervise Deployment/Redeployment Activities	63-6-4853
Coordinate Reconstitution for Redeployment	63-6-4865
Prepare Redeployment Movement Plan/Order	63-6-4866
Provide Redeployment Support	63-6-4867
Perform Redeployment Advance Party Activities	63-6-4868
Perform Theater Rear Detachment Activities	63-6-4869
Coordinate Home Station Activities	63-6-4870
Conduct Battlefield Stress	63-6-4303
Perform Risk Management Procedures	63-6-4326
Provide Command and Control	63-6-4042
Plan Command Redeployment	63-6-4874

CHAPTER 4

TRAINING EXERCISES

4-1. GENERAL. Use training exercises to train and practice the performance of collective tasks. This MTP has two types of exercises: FTX and STX. These exercises assist you in developing, sustaining, and evaluating this unit's mission proficiency. This MTP has one FTX and seven STXs (see Table 4-1).

4-2. FIELD TRAINING EXERCISES. The design of this FTX is to provide a training method for the unit to train the critical wartime mission. It provides a logical sequence for the performance of the tasks previously trained in the STXs.

4-3. SITUATIONAL TRAINING EXERCISES. The STX is a short, scenario-driven, mission-oriented tactical exercise used to train a group of closely related collective tasks. The STX provides the information for training the missions that make up the critical wartime mission. The STX does the following functions:

- a. Provides repetitive training on the missions.
- b. Allows training to focus on identified weaknesses.
- c. Allows the unit to practice the missions before the critical wartime mission.
- d. Saves time by providing a majority of the information needed to develop a vehicle for training.

Table 4-1. Training exercises

EXERCISE	TITLE	PAGE
FTX C-A	Provide Transportation Services	4-3
STX C-1	Supervise Deployment	4-15
STX C-2	Plan Transportation Support	4-21
STX C-3	Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	4-27
STX C-4	Supervise Establishment of Subordinate Elements' Bases and Facilities	4-33
STX C-5	Direct Transportation Services	4-39
STX C-6	Coordinate Force Protection Activities	4-45
STX C-7	Supervise Redeployment of Subordinate Elements to Home Station	4-50

4-4. SAFETY. Soldiers and leaders must be safety conscious during any training exercise. Evaluators and trainers have the responsibility to ensure that all training is conducted within established safety constraints. Prior to each exercise, all personnel will be briefed on specific safety measures to be taken during execution.

4-5. VISUALIZATION. Armed with the knowledge of the current state and the desired end state, commanders visualize those actions necessary to achieve the desired future state and then translate that visualization into action. It includes the following:

- Assigning mission.
- Prioritizing and allocating resources.
- Selecting the critical time and place to act.
- Knowing how and when to make adjustments during the fight.

a. Battle command is the art of battle decision making and leading. It includes controlling operations and motivating soldiers and their organizations into action to accomplish missions.

b. Battlefield visualization is the mental process that supports the commander's decision-making process and his ability to anticipate support requirements. Using a vision of proposed support of combat operations allows the commander to know when, and if, a decision should be made. It is a continuous process that begins with the receipt of a WARNO and continues through the end of an operation.

c. Digital information systems have the capability of providing a clearer picture to the commander. Digital systems enhance the commander's ability to have an understanding of the current state of friendly and enemy forces. This extends beyond the knowledge of their physical location and includes environmental, readiness, and human factors. It includes the ability to see and understand the dynamic relationship between supporters and the supported as the commander leads his subordinate elements through the sequence of events.

d. The available digital information systems enhance the commander's situational awareness by providing him with an unprecedented level of friendly and enemy information. Commanders must recognize that the common, relevant picture that is produced by a myriad of information systems represent known and estimated information, and is possibly flawed by human input. The commander must tailor this information with his judgment, intuition, and experience.

HEADQUARTERS, TRANSPORTATION COMPOSITE GROUP

FTX C-A

PROVIDE TRANSPORTATION SERVICES

1. Objective. This FTX provides the commander, staff, and key leaders with training in their critical wartime mission to command and control units that provide transportation services for either independent division-sized forces, two division-separate Corps forces, or on an area basis supporting a larger force. The staff and key leaders must become proficient in planning, developing, and supervising implementation of programs, plans and policies, deployment, relocation, establishment, and sustainment operations. The staff and key leaders must also be proficient in force protection activities and redeployment of subordinate elements to home station. The tasks that are executed during this exercise are listed in Table 4-2, pages 4-4 through 4-6.

2. Interface.

a. This FTX supports the COSCOM mission and TRANSCOM mission. The following STXs support the Transportation Composite Group FTX, Provide Transportation Services:

(1) Supervise Deployment (STX C-1).

(2) Plan Transportation Support (STX C-2).

(3) Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources (STX C-3).

(4) Supervise Establishment of Subordinate Elements' Bases and Facilities (STX C-4).

(5) Direct Transportation Services (STX C-5).

(6) Coordinate Force Protection Activities (STX C-6).

(7) Supervise Redeployment of Subordinate Elements to Home Station (STX C-7).

b. This FTX is supported by the following FTXs:

(1) Detachment Headquarters FTX, Provide, Support Transportation Composite Group.

(2). Transportation Motor Transport Battalion FTX, Provide Transportation Services.

(3) Transportation Terminal Battalion FTX, Commands Control and Provides Technical Supervision of Theater Terminal Operations.

(4) Transportation Railway Battalion FTX, Provide Railway Transportation Support.

Table 4-2. T&EOs from chapter 5 to use in evaluating FTX C-A

TASK	TASK NUMBER	PAGE
Provide Intelligence Support	63-6-4048	5-6
Supervise Advance/Quartering Party Activities	63-6-4014	5-9
Establish Command Post (Forward)	63-6-4015	5-14
Coordinate Movement of Subordinate Elements	63-6-4017	5-17
Supervise Establishment of Subordinate Elements and Headquarters	63-6-4018	5-20
Establish the Logistics Operations Center and Administrative Areas	63-6-4019	5-23
Direct Deployment Alert Activities	63-6-4850	5-26
Establish the Emergency Operations Center (EOC)	63-6-4851	5-29
Operate the Emergency Operations Center (EOC)	63-6-4852	5-32
Supervise Deployment/Redeployment Activities	63-6-4853	5-35
Update Movement Plan/Order	63-6-4854	5-40
Coordinate Soldier Readiness Program Processing Support	63-6-4855	5-43
Provide Deployment Personnel and Administrative Services Support	63-6-4856	5-46
Coordinate Family Assistance Support	63-6-4857	5-50
Coordinate Deployment Training Support	63-6-4858	5-53
Perform Deployment Intelligence Support Functions	63-6-4859	5-55
Provide Deployment Logistics Support	63-6-4860	5-58
Perform Deployment Advance Party Activities	63-6-4861	5-63
Coordinate Onward Movement	63-6-4862	5-66
Coordinate Rear Detachment Support	63-6-4863	5-69
Perform Home Station Rear Detachment Activities	63-6-4864	5-72
Coordinate Reconstitution for Redeployment	63-6-4865	5-75

Table 4-2. T&EOs from chapter 5 to use in evaluating FTX C-A (continued)

TASK	TASK NUMBER	PAGE
Prepare Redeployment Movement Plan/Order	63-6-4866	5-77
Provide Redeployment Support	63-6-4867	5-80
Perform Redeployment Advance Party Activities	63-6-4868	5-85
Perform Theater Rear Detachment Activities	63-6-4969	5-88
Coordinate Home Station Activities	63-6-4870	5-91
Direct Integration Activities	63-6-4871	5-95
Plan Command Deployment in a Peacetime Environment	63-6-4872	5-98
Plan Area Tactical Operations	63-6-4011	5-102
Plan Base Cluster Operations	63-6-4013	5-105
Operate the Logistics Support Area of the Logistics Operations Center	63-6-4020	5-110
Operate the Tactical Support Area of the Logistics Operations Center	63-6-4035	5-115
Supervise Operations Security Program	63-6-4036	5-119
Supervise Nuclear, Biological, and Chemical Defense Operations	63-6-4037.55-4037	5-122
Direct Response to Threat Actions	63-6-4049	5-128
Coordinate Surface Transportation Support	55-6-7001	5-131
Coordinate Terminal Service and Port Activities Support	55-6-7002	5-134
Plan Transportation Operations	55-6-7003	5-137
Coordinate Internal Logistics	63-6-4023	5-140
Coordinate Transportation Support	63-6-4030	5-144
Provide Human Resources Support - Personnel Services	63-6-4039.55-4039	5-147
Provide Human Resources Support - Administrative Services	63-6-4040	5-151
Conduct Command Religious Support Program	63-6-4041	5-155

Table 4-2. T&EOs from chapter 5 to use in evaluating FTX C-A (continued)

TASK	TASK NUMBER	PAGE
Manage Maintenance Operations	63-6-4044	5-159
Direct Area Damage Control Operations	63-6-4050.55-4050	5-162
Establish Liaisons	63-6-4061	5-165
Combat Battlefield Stress	63-6-4303	5-168
Perform Risk Management Procedures	63-6-4326	5-172
Receive the Mission	63-6-4000	5-175
Conduct Mission Analysis	63-6-4001	5-179
Apply Intelligence Preparation of the Battlefield Doctrine and Techniques	63-6-4002	5-183
Develop Feasible Courses of Action	63-6-4003	5-187
Maintain Current Estimates of the Situation	63-6-4004	5-191
Analyze Feasible Courses of Action	63-6-4005	5-195
Prepare Operations Plan/Order	63-6-4006	5-199
Prepare Annexes, Appendixes, Enclosures, Tabs, and Overlays	63-6-4007	5-203
Revise Tactical Standing Operating Procedures	63-6-4008	5-206
Develop Road Movement Order	63-6-4009	5-209
Develop Occupation Plan	63-6-4010	5-216
Establish Communications	63-6-4016	5-219
Maintain Communications	63-6-4038	5-224
Provide Command and Control	63-6-4042	5-230
Plan Command Deployment Upon Receipt of a Warning Order	63-6-4873	5-233
Plan Command Redeployment	63-6-4874	5-237

3. Training Enhancers.

a. Chapter 2, Training Matrix, shows the collective tasks that must be mastered to perform group missions. Training in the following areas will improve the groups ability to perform its missions.

(1) Planning, controlling and coordinating with battalions that provide transportation services on an area basis supporting a larger force and coordinating force protection activities. This training may be conducted in garrison and local training areas by one of the following methods:

(a) MAPEX combined with a sand table exercise. A map of the actual area where the FTX is to be conducted and a sand table model to match the terrain should be used, if possible.

(b) TEWT.

(c) COMEX/situation awareness exercise to practice battle command information procedures and operations to support CSS operations using available automation systems.

(2) Establishing an aggressive spirit in leaders by the following activities.

(a) Aggressive group sports and physical fitness program.

(b) Leaders or individual confidence courses.

(c) Appropriate training films that have a positive, aggressive effect on the soldiers.

(d) Awareness of the group's heritage.

b. This exercise begins with the receipt of a warning order and ends after arrival of the group to home station. Figure 4-1 (page 4-10) illustrates the general sequence of task performances in this exercise. Table 4-3, pages 4-11, 4-12, and 4-13, is a suggested scenario.

c. This exercise may be conducted under several options. These options are not all-inclusive, and can be exercise in various combinations.

(1) Conditional options, in support of:

(a) Offensive operations.

(b) Defensive operations.

(c) Retrograde operations.

(d) Day or night operations.

(2) Operation options.

(a) Command, control, and provide staff planning and technical supervision of three to seven assigned or attached transportation battalions.

(b) Coordinate force protection activities (develop base defense plan, plan unit area tactical operations, and direct response to threat actions).

(c) Supervise redeployment operations.

4. General Situation.

a. The Headquarters, Transportation Composite Group, may be a subordinate command of a combat service support brigade supporting an independent division-size force or a COSCOM supporting a two-division independent corps force.

b. The Transportation Composite Group will normally deploy into theater service support area at a location that affords optimum command and control of its subordinate battalions and companies.

c. The group HQ is charged with providing command, staff planning, and control of operations for all units engaged in providing transportation services. The S1 section is responsible for the supervision of administrative and personnel functions and actions within the group and its subordinate units. The S2/3 section will operate on a 24-hour basis with two shifts. The S2/3 will develop and supervise implementation of programs, plans, and policies for employment of motor/rail transport, cargo transfer, and watercraft units and contract/wartime host nation elements providing transportation support. The S2/3 has a variety of STAMIS operating in the operations center. The S2/3 also provides technical expertise in physical security, intelligence, and chemical operations. The S4 section is responsible for supply, property accountability, and food service contract coordination and maintenance. The communication section provides internal communication service for communication with adjacent and subordinate units. The communication section also supervises, installs, and maintains communications systems for the group. The unit ministry team provides support to all personnel. The team advises the commander on religious, moral, and soldier welfare issues. The USAF combat weather team provides and relays real-time observations essential for mission safety and operational forecasts.

d. The group will deploy by air and sea as part of a higher element. OPFOR is capable of inflicting Levels I, II, and III attacks and employing weapons of mass destruction at sea and aerial ports of debarkation, staging and marshaling areas, and along main supply routes. The group is prepared for OPFOR activity during RSO&I operations. While supervising the establishment of the group base and facilities, the group must still manage subordinate battalions operations. Individuals of this unit will assist in the coordinated defense of the unit's area or installation.

e. The COSCOM/TRANSCOM will provide guidance to the Transportation Composite Group when Level I, II, and III threat is anticipated. Upon notification of a Level II/III attack, the unit will cease operations and supervise force protection activities within their assigned area. Force protection activities will continue until the group coordinates battle hand over to military police or a tactical combat force and the hand over has been completed.

f. The Transportation Composite Group will coordinate rear area security and damage control activities of subordinate units with the designated rear area commander.

g. This exercise is conducted under all day and night environmental conditions. The group will operate under threat of NBC attack, attacks by ground or air, indirect fire, and EW.

h. This exercise is conducted under threat of Level I, II, and/or III attacks.

i. The Transportation Composite Group and their subordinate battalions should be prepared to relocate as directed by the commander.

5. Special Situation.

a. The COSCOM/TRANSCOM commander issues the following WARNO:

“Be prepared to deploy the Transportation Composite Group to the vicinity at _____ grid coordinates _____ and provide transportation services to support tactical operations. Be prepared to support the COSCOM/TRANSCOM mission within _____ hours of arrival. Coordinate with COSCOM/TRANSCOM for special requirements.”

b. The Transportation Composite Group commander issues the following instructions to his staff:

“We are being deployed to support the COSCOM/TRANSCOM in _____, vicinity _____, coordinates _____ and must be prepared to support the COSCOM/TRANSCOM requirements within _____ hours of arrival. Begin your planning process for deploying the Transportation Composite Group and relocating to _____ (grid coordinates), supervising the establishment of group and subordinate unit bases and facilities, sustainment operations, and force protection. This exercise will begin with receipt of a warning order from me and end upon notification from me.”

6. Support Requirements.

a. Minimum Trainers and OCs. The unit commander, who will be the trainer and also the primary evaluator, will conduct this exercise. If possible, there should be an evaluator with each staff section. At least one other evaluator is required with the OPFOR.

b. Opposing Force.

(1) OPFOR is required for the exercise to simulate Level II/III threat activities.

(2) OPFOR should have specific missions and be controlled whenever used.

(3) MILES can be used or the trainer/OC can assess damage to equipment and personnel casualties.

c. Vehicle and Communications. Vehicles and communications equipment organic to the unit are used. Each trainer and OC needs a vehicle and a radio. Radios are required for OPFOR vehicles during mounted operations.

d. Maneuver Area. Depending on local training area, it is desirable to have a training area with minimum dimensions of 250 meters by 250 meters. A road network is required that allows a road march of at least 20 kilometers.

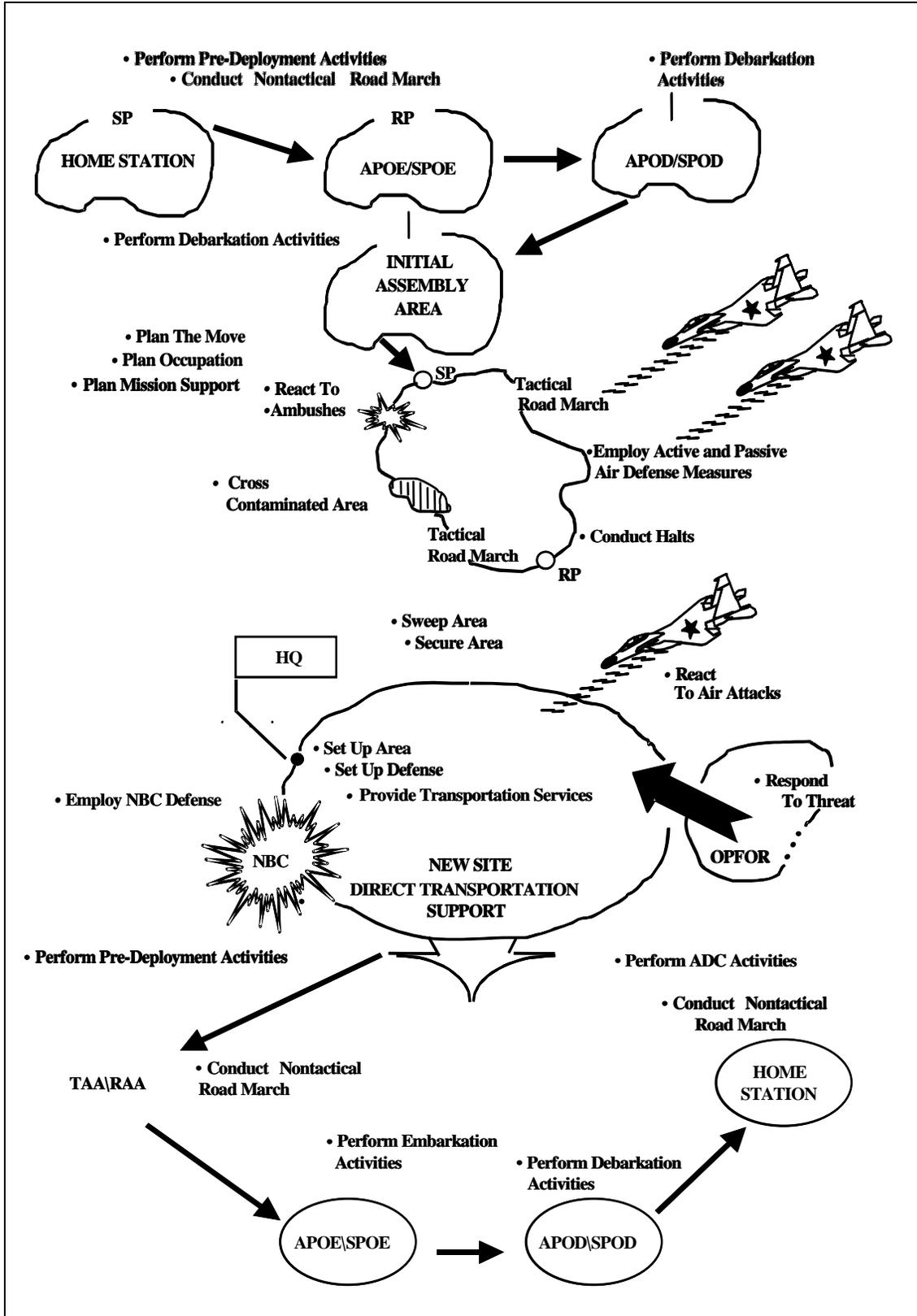


Figure 4-1. General scenario illustration

**Table 4-3. Sample Headquarters, Transportation Composite Group
FTX C-A scenario**

Sequence	Event	Estimated Time
	Supervise Deployment	
1	Direct Deployment Alert Operations	10 min
2	Establish the Emergency Operations Center (EOC)	2 hr
3	Operate the Emergency Operations Center (EOC)	8 hr
4	Supervise Deployment/Redeployment Activities	2 hr
5	Update Movement Plan/Order	1 hr
6	Coordinate Soldier Readiness Program Processing Support	2 hr
7	Provide Deployment Personnel and Administrative Services Support	2 hr
8	Coordinate Family Assistance Support	1 hr
9	Coordinate Deployment Training Support	1 hr
10	Perform Deployment Intelligence Support Functions	1 hr
11	Provide Deployment Logistics Support	2 hr
12	Perform Deployment Advance Party Activities	2 hr
13	Coordinate Onward Movement	1 hr
14	Coordinate Rear Detachment Support	2 hr
15	Perform Home Station Rear Detachment Activities	2 hr
16	Direct Integration Activities	1 hr
17	Plan Command Deployment in a Peacetime Environment	1 hr
18	Conduct Battlefield Stress	1 hr
19	Perform Risk Management Procedures	30 min
20	Provide Command and Control	1 hr
21	Plan Command Deployment Upon Receipt of a Warning Order	1 hr
22	AAR	1 hr
	Plan Transportation Support	
23	Conduct mission analysis	3 hr
24	Develop staff estimates	1 hr
25	AAR	1 hr
26	Select course of action	1 hr
27	AAR	1 hr
28	Preparation of OPLAN/OPORD	2 hr
29	Briefing of OPLAN/OPORD	1hr
30	Approval of OPLAN/OPORD	15 min
31	AAR	1 hr
32	Preparation of annexes	1 hr
33	Approval of annexes	15 min
34	AAR	1 hr

**Table 4-3. Sample Headquarters, Transportation Composite Group
FTX C-A scenario (continued)**

Sequence	Event	Estimated Time
	Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	
35	Perform Advance/Quartering Party Activities	2 hr
36	Coordinate Onward Movement	1 hr
37	Issue FRAGO	10 min
38	Road March	1 hr
39	Cross SP	10 min
40	Threat Interdictions	40 min
41	Continue Road March	1 hr
42	Cross RP	10 min
43	AAR	1 hr
	Supervise Establishment of Subordinate Elements' Bases and Facilities	
44	Perform Advance/Quartering Party Activities	2 hr
45	Supervise Establishment of Subordinate Elements and HQ	1 hr, 30 min
46	Establish Administrative Areas and Logistics Operations Center	1 hr, 30 min
47	AAR	1 hr
	Direct Transportation Services	
48	Conduct Mission Analysis	1 hr
49	Provide Transportation Support	8 hr
50	AAR	1 hr
	Coordinate Force Protection Activities	
51	Receive Threat Interdictions	30 min
52	AAR	1 hr
53	Level II/III Attacks	30 min
54	Defense Responses	30 min
55	Damage Assessment	1 hr
56	Restoration of Support	1 hr
57	AAR	1 hr

**Table 4-3. Sample Headquarters, Transportation Composite Group
FTX C-A scenario (continued)**

Sequence	Event	Estimated Time
	Supervise Redeployment of Subordinate Elements to Home Station	
58	Receive Warning Order for Redeployment	15 min
59	Coordinate Reconstitution for Redeployment	1 hr
60	Prepare Redeployment Movement Plan/Order	1 hr
61	Supervise Redeployment Activities	1 hr
62	Provide Redeployment Support	1 hr
63	Perform Redeployment Advance Party Activities	1 hr
64	Perform Theater Rear Detachment Activities	1 hr
65	Coordinate Home Station Activities	1 hr, 30 min
66	Final AAR	2 hr
	TOTAL TIME:	87 hr, 35 min
NOTE 1: Pre-exercise sleep, messing, and travel time to and from training areas must be added to the exercise.		
NOTE 2: Additional time is required if large portions of the exercise are conducted at night, under limited visibility, or under MOPP conditions.		
NOTE 3: Events will be trained to standards, not time limitations. The time required to train an event will vary based on METT-T factors and the training proficiency of the unit.		

e. Master Incident List. During the FTX, MIL is essential to drive the unit action.

f. Consolidated Support Requirements. Table 4-4 shows the suggested support requirements for this FTX.

Table 4-4. Sample consolidated support requirements for FTX C-A

AMMUNITION	QUANTITY
5.56mm (Blank)	150 rounds/per weapon
7.62mm (Blank)	100 rounds/per weapon
Smoke Grenades	2/per section/OPFOR
Simulator	6/OPFOR
Blank Adapters	1/per weapon
MILES	one set per soldier/equipment
CS Grenades	3/OPFOR

EQUIPMENT

All organic equipment to include TOE and CTA items authorized.

Table 4-4. Sample consolidated support requirements for FTX C-A (continued)**FUEL**

Multiply the pieces of equipment times the amount of fuel per mile or hour times the tentative operating mileage or hour.

NBC EQUIPMENT **QUANTITY**

AN/PDR-75 (Radiation Survey Set)	1 per section
M72A2 Kit: Chemical Stimulant	1 each

OTHER

Field rations	as required
War Wound Mouflage Set	1 each
Aircraft for simulated air attacks	1 each
M256 Chemical Detector Kit (Training)	1 each

NOTE: The consolidated support requirements outlined for this FTX are suggestions only. Local policies or constraints may not allow for provisioning of all the items in this table.

HEADQUARTERS, TRANSPORTATION COMPOSITE GROUP

STX C-1

SUPERVISE DEPLOYMENT

1. Objective. This STX trains the group commander, staff, and key personnel in supervising the deployment of the Transportation Composite Group to a theater of operations. This STX also provides the commander and key leader with practice in planning, controlling, and coordinating deployment activities. The Transportation Composite Group must become proficient in planning, preparing, and supervising deployment operations.

2. Interface.

a. This STX supports the Transportation Composite Group FTX Provide Transportation Services.

b. This STX supports the COSCOM mission.

c. This STX supports the TRANSCOM mission.

d. This STX can be used to plan and implement deployment of Transportation Composite Group to a theater of operations as part of a CPX or FTX. If this STX is used with all or some subordinate elements, the corresponding elements STX should be trained prior to the unit's exercise.

e. The following subordinate elements STX support this STX:

(1) Detachment Headquarters STX Deploy Unit.

(2) Transportation Motor Transport Battalion STX, Supervise Deployment.

(3) Headquarters Transportation Terminal Battalion STX, Supervise Deployment.

(4) Transportation Railway Battalion STX, Supervise Deployment.

3. Training.

a. Leader Training.

(1) This STX can be used to plan and implement deployment (land, sea, or air) of the unit as a part of an FTX.

(2) During classroom activities, the use of the TSOP and the responsibilities and procedures outlined in FMs 55-9, 55-10, 55-65, and 100-17; DOD Regulation 4500.9-R, Part III; and ARs 220-10, 700-84, and 750-1 should be discussed and the T&EOs listed in this STX should be reviewed.

(3) The leader should use a map of the area where the STX is to be conducted and a sand table model to match the actual terrain, if possible.

(4) CPX, CFX, and TEWTs provide ground training for leaders when the exact area of the STXs is used.

(5) Simulations and games teach leaders as part of a continuing officer and NCO development program.

b. Tips for Training.

(1) After the unit demonstrates proficiency in the tasks listed in Table 4-5, the STX can be trained under several options:

- (a) With or without OPFOR interdiction.
- (b) With or without NBC environment.
- (c) In field or MOUT environment.
- (d) Elements moving over a single or multiple routes.

(2) When using an OPFOR, the OPFOR evaluator/controller must exercise close control over the actions of the OPFOR. The trainer must set out specific OPFOR tasks with an overall objective of placing maximum stress on the unit. OPFOR will not be employed unless this STX is used as part of FTX.

c. Tips for leader training.

(1) After the unit has demonstrated proficiency in the tasks listed in Table 4-5, this STX can be trained under several options:

- (a) Inclement weather.
- (b) Various unit category levels.
- (c) Different mode of transportation.
- (d) With or without OPFOR interdiction.
- (e) With or without NBC conditions.
- (f) Day or night.
- (g) Movement over single or multiple routes.

(2) The unit staff must become proficient in doctrine, planning and executing deployment activities before attempting complex options.

(3) After proficiency in this STX is reached, the unit sustains proficiency by executing this STX as part of an FTX.

4. Training Enhancers.

a. The commander, in coordination with unit, secures deployment guidance/orders, pertinent plans/SOPs, and reviews deployment contingency plans.

b. Subordinate unit commander updates unit deployment plans in coordination with unit and installation support elements.

c. The Transportation Composite Group S2/3 provides the Headquarters, Transportation Composite Group with the deployment sequence.

d. Unless otherwise approved by the chief OC, all reports and recommendations should be provided in hard copy to the senior trainer for evaluation.

e. This exercise begins with receipt of a deployment warning order and ends when the unit arrives in a new area of operations. AARs are conducted as shown in Table 4-6, page 4-18. Table 4-6 is a suggested scenario.

Table 4-5. T&EOs from chapter 5 to use in evaluating STX C-1

TASK	TASK NUMBER	PAGE
Direct Deployment Alert Activities	63-6-4850	5-26
Establish the Emergency Operations Center (EOC)	63-6-4851	5-29
Operate the Emergency Operations Center (EOC)	63-6-4852	5-32
Supervise Deployment/Redeployment Activities	63-6-4853	5-35
Update Movement Plan/Order	63-6-4854	5-40
Coordinate Soldier Readiness Program Processing Support	63-6-4855	5-43
Provide Deployment Personnel and Administrative Services Support	63-6-4856	5-46
Coordinate Family Assistance Support	63-6-4857	5-50
Coordinate Deployment Training Support	63-6-4858	5-53
Perform Deployment Intelligence Support Functions	63-6-4859	5-55
Provide Deployment Logistics Support	63-6-4860	5-58
Perform Deployment Advance Party Activities	63-6-4861	5-63
Coordinate Onward Movement	63-6-4862	5-66
Coordinate Rear Detachment Support	63-6-4863	5-69

Table 4-5. T&EOs from chapter 5 to use in evaluating STX C-1 (continued)

TASK	TASK NUMBER	PAGE
Perform Home Station Rear Detachment Activities	63-6-4864	5-72
Direct Integration Activities	63-6-4871	5-95
Plan Command Deployment in a Peacetime Environment	63-6-4872	5-98
Combat Battlefield Stress	63-6-4303	5-168
Perform Risk Management Procedures	63-6-4326	5-172
Provide Command and Control	63-6-4042	5-230
Plan Command Deployment Upon Receipt of a Warning Order	63-6-4873	5-233

Table 4-6. Sample Headquarters, Transportation Composite Group STX C-1 scenario

Sequence	Event	Estimated Time
	Supervise Deployment	
1	Direct Deployment Alert Operations	10 min
2	Establish the Emergency Operations Center (EOC)	2 hr
3	Operate the Emergency Operations Center (EOC)	8 hr
4	Supervise Deployment/Redeployment Activities	2 hr
5	Update Movement Plan/Order	1 hr
6	Coordinate Soldier Readiness Program Processing Support	2 hr
7	Provide Deployment Personnel and Administrative Services Support	2 hr
8	Coordinate Family Assistance Support	1 hr
9	Coordinate Deployment Training Support	1 hr
10	Perform Deployment Intelligence Support Functions	1 hr
11	Provide Deployment Logistics Support	2 hr
12	Perform Deployment Advance Party Activities	2 hr
13	Coordinate Onward Movement	1 hr
14	Coordinate Rear Detachment Support	2 hr
15	Perform Home Station Rear Detachment Activities	2 hr
16	Direct Integration Activities	1 hr
17	Plan Command Deployment in a Peacetime Environment	1 hr
18	Conduct Battlefield Stress	1 hr
19	Perform Risk Management Procedures	30 min
20	Provide Command and Control	1 hr
21	Plan Command Deployment Upon Receipt of a Warning Order	1 hr
22	AAR	1 hr
	Total Time:	35 hr, 40 min

NOTE: Events will be trained to standard, not time limitations. The time required to train an event will vary based on METT-T factors and the training proficiency of the unit.

5. General Situation.

a. The Transportation Composite Group is currently at its home station or mobilization site. The group will deploy into a service support area in the theater to provide command and control of its subordinate battalions and companies.

b. Staff sections provide personnel and equipment status reports.

c. The supporting installation provides required deployment support.

d. The APODs, SPODs, and the OCONUS location are identified.

e. This exercise is conducted in all day and night environmental conditions.

6. FRAGO. The commander issues the following FRAGO: “We have been alerted to deploy OCONUS as part of a higher element. New OCONUS location is the vicinity of _____ grid coordinates. Begin your planning process to prepare the Transportation Composite Group for deployment. Be prepared to deploy within _____ hours. I will conduct an AAR after the conclusion of this STX.”

7. Support Requirements.

a. Minimum Trainer and OCs. This exercise should be conducted with the commander or XO as the trainer and primary OC. Because of the detail required in evaluating the intricate steps of deployment, a minimum of one OC per staff section is required. The trainers and OCs monitor and evaluate accuracy of the data, the soundness of planning and recommendations, and the thoroughness of coordination.

b. Opposing Force.

(1) The OPFOR is not required for this situational training exercise.

(2) The OPFOR should have specific missions and be controlled whenever used.

(3) The MILES can be used or the OCs can assess damage to equipment and personnel casualties.

c. Vehicles and Communications. Vehicles and communications equipment organic to the unit are used. When OPFOR is employed, a vehicle and radio for the OCs are needed.

d. Maneuver Area. Depending upon the LTA, it is desirable to have an adequate training area for setting up operations, which is 1.5 by 1.5 kilometers. A road network is required that allows a road march of at least 25 kilometers.

e. Master Incident List. During this STX, the MIL is essential to provide input to drive unit actions.

f. Consolidated Support Requirements. Table 4-7 shows the suggested support requirements for this STX.

Table 4-7. Sample consolidated support requirements for STX C-1

AMMUNITION	QUANTITY
5.56mm SAW (blank)	600 rounds/weapon
5.56mm (blank)	120 rounds/weapon
7.62mm (blank)	400 rounds/weapon
40mm (blank)	768 rounds/weapon
M9mm (blank)	30 rounds/weapon
Blank adapter	1 set/weapon
MILES	1 set/weapon
Smoke grenades	4 per section
	2 per OPFOR
Simulators, hand grenades	2 per man
Simulators, hand grenades	10 per OPFOR
ATWESS	2 per LAW

EQUIPMENT

All organic equipment to include TOE and CTA authorized.

FUEL

Multiply the pieces of equipment times the amount of fuel per mile or hour times the tentative operating mileage or hour.

NBC EQUIPMENT

NOTE: The consolidated support requirements outlined for this STX are intended as suggestions. Local policies or constraints may not allow for providing the items.

HEADQUARTERS, TRANSPORTATION COMPOSITE GROUP

STX C-2

PLAN TRANSPORTATION SUPPORT

1. Objective. This STX trains the commander, staff, and key leaders in planning and coordinating transportation support for providing transportation services for supporting a larger force. The staff must become proficient in analyzing the mission; developing intelligence, personnel, logistics, and the operations (commander's) estimates; and developing the OPLAN/OPORD. The staff must also be able to successfully relocate, establish, and coordinate force protection for the Transportation Composite Group. This STX combines the elements of planning, coordinating, and preparing those operations plans necessary to plan Transportation Composite Group operations.

2. Interface.

a. This STX supports the Transportation Composite Group FTX, Provide Transportation Services.

b. This STX supports the COSCOM mission.

c. This STX supports the TRANSCOM mission.

d. This STX can be used as a CPX to develop plans.

e. The following subordinate STXs support this STX:

(1) Transportation Motor Transport Battalion STX, Plan Transportation Support.

(2) Transportation Terminal Battalion STX, Plan Water Terminal Operations.

(3) Transportation Railway Battalion STX, Plan Railway Battalion Operations.

3. Training.

a. Leader Training.

(1) This STX can be used as part of a CPX or FTX.

(2) During classroom activities, the use of the TSOP and responsibilities and procedures outlined in FMs 71-3, 101-5, and 101-5-1 should be discussed and the T&EOs listed in this STX should be reviewed.

(3) CPX, CFX, and TEWT provide ground training for leaders when the exact STX area is used.

(4) Situational awareness should be maintained throughout the STX using the real time capability of battlefield functional are control system architecture. CSSCS supports the decision making process with COA analysis. The staff can analyze up to three COAs for a 5-day period. Variables include combat posture, unit task organization miles traveled, and geographical region.

(5) Simulations and games teach leaders as part of a continuing officer and NCO development program.

b. Tips for Training.

(1) After the unit demonstrates proficiency in the tasks listed in Table 4-8, the STX can be trained under several options:

- (a) With or without OPFOR interdictions.
- (b) With or without NBC environment.
- (c) In field or MOUT environment.
- (d) Elements moving over a single or multiple routes.

(2) When using an OPFOR, the OPFOR evaluator/controller must exercise close control over the actions of the OPFOR. The trainer must set out specific OPFOR tasks with an overall objective of placing maximum stress on the unit. OPFOR will not be employed unless this STX is used as part of FTX.

c. Tips for leader training.

(1) After the unit demonstrates proficiency in the tasks in Table 4-8, this STX can be trained under several options:

(2) Leaders should familiarize themselves with the procedures for planning and executing movement.

(3) The COSCOM/TRANSCOM and Transportation Composite Group TSOPs should be reviewed.

(4) A personal reconnaissance should be conducted, if possible, of the training area where movement and establishment will be performed.

(5) The leader tasks, which must be trained or executed by the senior trainer (Commander or XO) with this STX, are analyze Transportation Composite Group mission, provide planning guidance, establish priorities for relocation, approve movement order/annex, supervise activities of staff sections, and supervise movement.

4. Training Enhancers.

a. The senior trainer completes the mission analysis (developed using the decision support features of CSSCS) and issues guidance based on COSCOM/TRANSCOM commander's guidance or based on his own judgment.

b. Staff estimates and recommendations are provided in hard copy to the senior trainer for evaluation.

c. Unless otherwise approved by the chief OC, all reports and recommendations should be provided in hard copy to the senior trainer for evaluation.

d. This exercise begins with receipt of a warning order and ends when the Transportation Composite Group support and movement plans are prepared. AARs are conducted as shown in Table 4-9, page 4-24. Table 4-9 is a suggested scenario.

Table 4-8. T&EOs From Chapter 5 to Use in Evaluating STX C-2

TASK	TASK NUMBER	PAGE
Plan Transportation Operations	55-6-7003	5-137
Receive the Mission	63-6-4000	5-175
Conduct Mission Analysis	63-6-4001	5-179
Apply Intelligence Preparation of the Battlefield Doctrine and Techniques	63-6-4002	5-183
Develop Feasible Courses of Action	63-6-4003	5-187
Maintain Current Estimates of the Situation	63-6-4004	5-191
Analyze Feasible Courses of Action	63-6-4005	5-195
Prepare Operations Plan/Order	63-6-4006	5-199
Prepare Annexes, Appendixes, Enclosures, Tabs, and Overlays	63-6-4007	5-203
Develop Road Movement Order	63-6-4009	5-209
Develop Occupation Plan	63-6-4010	5-216
Provide Command and Control	63-6-4042	5-230

**Table 4-9. Sample Headquarters, Transportation Composite Group
STX C-2 Scenario**

Sequence	Event	Estimated Time
	Plan Transportation Support	
1	Conduct mission analysis	3 hr
2	Develop staff estimates	1 hr
3	AAR	1 hr
4	Select course of action	1 hr
5	AAR	1 hr
6	Preparation of OPLAN/OPORD	2 hr
7	Briefing of OPLAN/OPORD	1hr
8	Approval of OPLAN/OPORD	15 min
9	AAR	1 hr
10	Preparation of annexes	1 hr
11	Approval of annexes	15 min
12	AAR	1 hr
	Total Time:	13 hr, 30 min

NOTE: Events will be trained to standards, not time limitations. The time required to train an event will vary based on METT-T factors and the training proficiency of the Transportation Composite Group.

5. General Situation.

a. The Transportation Composite Group is deployed in theater service support area. The Transportation Composite Group mission is to command and control units that provide transportation services. The commander has received a warning order from the COSCOM/TRANSCOM Commander.

b. COSCOM/TRANSCOM Commander's planning guidance and restated mission guidance have been received and reviewed. The Transportation Composite Group commander has provided his planning guidance.

c. This exercise begins with the receipt of a warning order and ends when the OPORD/OPLAN is prepared. AARs are conducted after completion of staff estimates, after a course of action is selected and after the OPORD/OPLAN briefing.

6. Special Situation. The commander is conducting a meeting with his staff and key leaders. The following guidance is given:

“The COSCOM/TRANSCOM anticipates conducting operations within ____ hours. The operations are estimated to last approximately _____ days. Our mission is to command and control units that provide transportation services. Begin your planning process for developing plans to support this mission. I want a seamless and synchronized flow of material and other sustainment resources provided to support both anticipate and project requirements.”

7. Support Requirements.

a. Minimum Trainers/OCs. This exercise should be conducted with the commander or XO as the trainer and primary OC. A minimum of two OCs is required.

b. Opposing Force.

(1) OPFOR may or may not be required when the exercise is conducted as part of a CPX. OPFOR should be used if the exercise is part of an FTX.

(2) OPFOR should have specific missions and be controlled when used.

(3) MILES can be used or the OC can assess damage to the Transportation Composite Group.

c. Vehicles and Communications. Vehicles and communications equipment organic to the group are used. When an OPFOR is employed, a vehicle and radio are needed for the OC.

d. Maneuver Area. A training area of sufficient size is needed to support the number of vehicles and equipment. A road network is required that allows a road march of at least 20 kilometers. Vegetation and terrain should allow cover and concealment for facilities, vehicles, and equipment.

e. Master Incident List. During the STX, MIL is essential to provide input to drive unit actions.

f. Consolidated Support Requirements. Table 4-10 shows the suggested support requirements for this STX.

Table 4-10. Sample consolidated support requirements for STX C-1

AMMUNITION	QUANTITY
5.56mm SAW (blank)	600 rounds/weapon
5.56mm (blank)	120 rounds/weapon
7.62mm (blank)	400 rounds/weapon
40mm (blank)	768 rounds/weapon
M9mm (blank)	30 rounds/weapon
Blank adapter	1 set/weapon
MILES	1 set/weapon
Smoke grenades	4 per section
	2 per OPFOR
Simulators, hand grenades	2 per man
Simulators, hand grenades	10 per OPFOR
ATWESS	2 per LAW

Table 4-10. Sample consolidated support requirements for STX C-1 (continued)

EQUIPMENT

All organic equipment to include TOE and CTA authorized.

FUEL

Multiply the pieces of equipment times the amount of fuel per mile or hour times the tentative operating mileage or hour.

NBC EQUIPMENT

NOTE: The consolidated support requirements outlined for this STX are intended as suggestions. Local policies or constraints may not allow for providing the items.

HEADQUARTERS, TRANSPORTATION COMPOSITE GROUP

STX C-3

SUPERVISE RELOCATION OF SUBORDINATE ELEMENTS'S BASES AND SUSTAINMENT RESOURCES

1. Objective. This STX trains the commander, staff, and key leaders with practice in planning and coordinating the relocation of Transportation Composite Group. The staff must become proficient in selecting routes, directing reconnaissance and advance/quartering party operations, coordinating required support for the move, monitoring the movement of subordinate units and continuous communications with higher HQ. This STX combines the elements of column formations, movement control, situation awareness, communication, and defense procedures necessary to accomplish relocation to a new operating site.

2. Interface.

a. This STX supports the Transportation Composite Group FTX Provide Transportation Services.

b. This STX supports the COSCOM mission.

c. This STX supports the TRANSCOM mission.

d. This STX can be used to plan and implement relocation of Transportation Composite Group to a new area of operations as part of a CPX or FTX. If this STX is used with all or some subordinate elements, the corresponding elements STX should be trained prior to the unit's exercise.

e. The following subordinate STX support this STX:

(1) Detachment Headquarters, STX, Relocate Unit.

(2) Transportation Motor Transport Battalion STX, Supervise Relocation.

(3) Headquarters Transportation Terminal Battalion STX, Supervise Relocation.

(4) Transportation Railway Battalion STX, Supervise Relocation.

3. Training.

a. Leader Training.

(1) During classroom activities, the use of the TSOP and responsibilities and procedures outlined in FM 55-30 and FM 7-20 should be discussed, and the T&EOs listed in this STX should be reviewed.

(2) Leaders should use a map of the actual area where the STX is to be conducted, and a sand table model to match the actual terrain, if possible. MAPEX assist in terrain analysis, route selection, and selection of bases.

(3) CPX, CFX, and TEWT provide ground training for leaders when the exact STX area is used.

(4) Simulations and games teach leaders as part of a continuing officer and NCO development program.

(5) Situational awareness should be maintained throughout the relocation process using the appropriate communication.

(6) Tips for leader training.

(a) Leaders should familiarize themselves with the procedures for planning and executing movement.

(b) The COSCOM/TRANSCOM and Transportation Composite Group and TSOPs should be reviewed.

(c) A personal reconnaissance should be conducted, if possible, of the training area where movement and establishment will be performed.

(d) The leader tasks, which must be trained or executed by the senior trainer (commander or XO) with this STX, are analyze unit mission, provide planning guidance, establish priorities for relocation, approve movement order/annex, supervise activities of staff sections, and supervise movement.

b. Tips for Training.

(1) After the unit demonstrates proficiency in the tasks listed in Table 4-11, the STX can be trained under several options:

(a) With or without OPFOR interdictions.

(b) With or without NBC environment.

(c) In field or MOUT environment.

(d) Elements moving over a single or multiple routes.

(2) The staff must become proficient in the doctrine and basics of planning for establishing and maintaining situational awareness during movement, and in doctrine and planning convoy movement of subordinate elements before attempting complex actions.

(3) After proficiency in this STX is reached, the unit sustains proficiency by executing this STX as part of an FTX.

(4) When using an OPFOR, the OPFOR evaluator/controller must exercise close control over the actions of the OPFOR. The trainer must set out specific OPFOR tasks with an overall objective of placing maximum stress on the unit. OPFOR will not be employed unless this STX is used as part of FTX.

Table 4-11. T&EOs from chapter 5 to use in evaluating STX C-3

TASK	TASK NUMBER	PAGE
Provide Intelligence Support	63-6-4048	5-6
Supervise Advance/Quartering Party Activities	63-6-4014	5-9
Coordinate Movement of Subordinate Elements	63-6-4017	5-17
Supervise Operations Security Program	63-6-4036	5-119
Direct Response to Threat Actions	63-6-4049	5-128
Coordinate Transportation Support	63-6-4030	5-144
Conduct Command Religious Support Program	63-6-4041	5-155
Combat Battlefield Stress	63-6-4303	5-168
Perform Risk Management Procedures	63-6-4326	5-172
Develop Road Movement Order	63-6-4009	5-209
Develop Occupation Plan	63-6-4010	5-216
Maintain Communications	63-6-4038	5-224
Provide Command and Control	63-6-4042	5-230

4. Training Enhancers.

a. The commander completes the mission analysis and issues guidance based on the COSCOM/TRANSCOM commander's guidance, type of operations, or his judgment. The enemy situation will affect the force protection requirements.

b. The staff sections plan the move and prepare the movement order/annex. The unit S2/3 section leads this task with input from other staff leaders.

c. Staff recommendations are provided in hard copy to the unit S2/3.

d. All reports should be submitted in hard copy to the senior trainer for evaluation.

e. The unit should be able to relocate one every 40 days or more.

f. In considering the proficiency of the staff, the following sequential guidance can be used in the AAR.

(1) Did the movement plan conform to the commander's guidance? Did the staff properly react to all deviations from the movement order?

(2) Did the subordinate elements implement the movement plan properly? Did OPFOR cause the desired reaction or enhance training?

g. Deficiencies identified in (1) above should be traced to staff weaknesses. Those identified in (2) above are subordinate element weaknesses. If the plan is satisfactory but the unit execution is poor, then more frequent moves during FTX or units STXs are required.

h. This exercise begins with the warning order and ends when subordinate elements have crossed the RP. AARs are conducted, as shown in Table 4-12, after preparation of the movement annex and after the last element crosses the RP. Table 4-12 is a suggested scenario.

**Table 4-12. Sample Headquarters, Transportation Composite Group
STX C-3 scenario**

Sequence	Event	Estimated Time
	Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	
1	Perform Advance/Quartering Party Activities	2 hr
2	Coordinate Onward Movement	1 hr
3	Issue FRAGO	10 min
4	Road March	1 hr
5	Cross SP	10 min
6	Threat Interdictions	40 min
7	Continue Road March	1 hr
8	Cross RP	10 min
9	AAR	1 hr
	Total Time:	7 hr, 10 min

NOTE: Events will be trained to standards, not time limitations. The time required to train an event will vary based on METT-T factors and the training proficiency of the unit.

5. General Situation.

a. The Transportation Composite Group has arrived at the theater of operations. The Transportation Composite Group has received their baggage and equipment. The Transportation Composite Group is now waiting for further guidance on relocating. After receiving guidance from the COSCOM/TRANSCOM, the Transportation Composite Group must be prepared to relocate to designate operating area.

b. Pertinent maps and engineer overlays are available.

- c. Staff leaders will perform route reconnaissance.
- d. The OPFOR is capable of launching air or ground attacks, employing NBC agents, and engaging in EW.
- e. Major deviation(s) from the displacement plan occur.
- f. This exercise is conducted in all day and night environmental conditions.

6. FRAGO. The commander is conducting a meeting with his staff and key leaders. The following guidance is given:

“The Transportation Composite Group will relocate to the vicinity of _____ grid coordinates. The S2/3 and key leaders will conduct route reconnaissance, select routes, and organize unit for the move. I want a movement annex/order to be published NLT _____ (date/time). The unit must cross the SP NLT _____. Plan to arrive at the new location NLT _____ (hours). We must maintain communications with higher HQ. The enemy has the capability to interdict convoy movements along the entire MSR. Maintain march discipline and proper distance between unit convoys and serials. Have all units be prepared for immediate action drill in case of ambush, and report to me any enemy activity or any other activity that impedes the progress of the unit. Uniform for all subordinate elements is MOPP2. Higher HQ states contaminated area has been detected on current route of march in the vicinity of _____ reroute units at checkpoint _____ to the alternate MSR and have them report upon closure at the new location.”

7. Support Requirements.

a. Minimum Trainers/OCs. This exercise should be conducted with the commander or XO as the trainer and primary OC. A minimum of two OCs is required.

b. Opposing Force.

(1) OPFOR may or may not be required when the exercise is conducted as part of a CPX. OPFOR should be used if the exercise is part of an FTX.

(2) OPFOR should have specific missions and be controlled when used.

(3) MILES can be used or the OC can assess damage to the unit.

c. Vehicles and Communications. Vehicles and communications equipment organic to the unit are used. When an OPFOR is employed, a vehicle and radio are needed for the OC.

d. Maneuver Area. A training area of sufficient size is needed to support the number of vehicles and equipment. A road network is required that allows a road march of at least 20 kilometers. Vegetation and terrain should allow cover and concealment for facilities, vehicles, and equipment.

e. Master Incident List. During the STX, MIL is essential to provide input to drive unit actions.

f. Consolidated Support Requirements. Table 4-13 shows the suggested support requirements for this STX.

Table 4-13. Sample consolidated support requirements for STX C-3

AMMUNITION	QUANTITY
5.56mm (Blank)	120 rounds/per weapon
7.62mm (Blank)	100 rounds/per weapon
Smoke Grenades	4/per section/OPFOR
Simulator	4/per OPFOR
MILES	1 set per soldier/equipment

EQUIPMENT

All equipment organic to each unit to include TOE and CTA authorized.

FUEL	QUANTITY
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Multiply the pieces of equipment times the amount of fuel per mile or hour times the tentative operating mileage or hour.

NBC EQUIPMENT

AN/PDR-75 (Radiation Survey Set)	1 per section
M72A2 Kit: Chemical Stimulant	1 each
CS Grenades	4/per OPFOR

OTHER

Field rations	as required
War Wound Mouflage Set	1 each
Aircraft for simulated air attack	1 each

NOTE: The consolidated support requirements outlined for this STX are intended as suggestions only. Local policies or constraints may not allow for provisioning of all of the items in this table.

HEADQUARTERS, TRANSPORTATION COMPOSITE GROUP

STX C-4

SUPERVISE ESTABLISHMENT OF SUBORDINATE ELEMENTS'S BASES AND FACILITIES

1. Objective. This STX is designed to train the commander, staff, and other key members in planning, coordinating, and supervising the establishment of the Transportation Composite Group area of operations. The staff must become proficient in planning occupation of the new area; coordinating advance/quartering party activities; supervising the subordinate elements, bases, and facilities; establishing and maintaining communications with subordinate elements and force protection. This STX combines the elements of planning, coordinating, and supervising the functions necessary to occupy, develop, and defend the area.

2. Interface.

a. This STX supports the Transportation Composite Group FTX Provide Transportation Services.

b. This STX supports the COSCOM mission.

c. This STX supports the TRANSCOM mission.

d. This STX can be used to plan and implement relocation of Transportation Composite Group to a new area of operations as part of a CPX or FTX. If this STX is used with all or some subordinate elements, the corresponding elements STX should be trained prior to the unit's exercise.

e. The following subordinate STXs support this STX:

(1) Detachment Headquarter STX, Establish Area.

(2) Transportation Motor Transport Battalion STX, Supervise Establishment.

(3) Headquarters Transportation Terminal Battalion STX, Supervise Establishment.

(4) Transportation Railway Battalion STX, Supervise Establishment.

c. This STX can be used to plan and implement the establishment of the unit as part of a CPX or FTX. If this STX is used with all or some subordinate elements, the corresponding company STX should be trained prior to the unit exercise.

3. Training.

a. Leader Training.

(1) This STX can be used to implement the establishment of the unit as part of a CPX or an FTX.

(2) During classroom activities, the use of the TSOP and responsibilities and procedures in FM 3-3, FM 7-8, FM 3-19.4, FM 44-8, and FM 55-30 should be discussed; and the T&EOs listed in this STX should be reviewed.

(3) CPX, CFX, and TEWT provide ground training for leaders when the STX exact area is used.

(4) Games and simulations are developed to teach leaders as part of a continuing officer and NCO development program. They also are used to exercise command and control at various command and staff levels.

(5) Tips for leader training.

(a) Leaders should familiarize themselves with the procedures for planning and executing the establishment of the unit area.

(b) The COSCOM/TRANSCOM and Transportation Composite Group TSOPs should be reviewed.

(c) A personal reconnaissance should be conducted, if possible, of the training area where the unit will be established.

b. Tips for Training.

(1) After the unit demonstrates proficiency in the tasks in Table 4-14, this STX can be trained under several options:

(a) In a field or MOUT environment.

(b) With or without NBC conditions.

(c) Day or night.

(d) With or without OPFOR interdictions.

(2) The staff must become proficient in doctrine and basics of planning and supervising the establishment of group area of operations and implementing force protection activities before attempting complex operations.

(3) After proficiency in this STX is reached, the unit sustains proficiency by executing this STX as part of an FTX.

4. Training Enhancers.

a. The commander provides planning guidance based upon the COSCOM/TRANSCOM commander's guidance or based upon his own judgment. The type of operations determines the degree of the permanency that will be accomplished. The enemy situation will affect force protection requirements. The unit must be prepared at all times to defend against air, ground, or terrorist attacks during day or night, and respond appropriately to enemy or friendly NBC operations.

b. The staff sections develop base facilities layout plans and force protection and supervise their implementation. The unit S2/3 is the proponent for these supporting missions with the input from the staff sections. He establishes the new operating site IAW the Transportation Composite Group commander’s operational plans. When the site is operational, the higher HQ is notified that the unit is prepared to perform its operational mission.

c. Unless otherwise approved by the chief OC, all reports and recommendations are provided in hard copy to the senior trainer for evaluation.

d. In considering the proficiency of the staff, the following sequential guidance can be used:

(1) Did the occupation plan conform to the commander’s guidance?

(2) Did the subordinate units implement the occupation plan properly?

e. Deficiencies identified in (1) above should be traced to staff weaknesses. Those identified in (2) above are the subordinate’s elements weakness. If the plan is satisfactory, but the subordinate elements execution is poor, then more frequent establishment during FTX or battalion level STX is required.

f. This exercise begins when the unit arrives in the new area and ends when the area is established. AARs are conducted as shown in Table 4-15, page 4-36. Table 4-15 is a suggested scenario.

Table 4-14. T&EOs from chapter 5 to use in evaluating STX C-4

TASK	TASK NUMBER	PAGE
Supervise Advance/Quartermaster Party Activities	63-6-4014	5-9
Establish Command Post (Forward)	63-6-4015	5-14
Supervise Establishment of Subordinate Elements and Headquarters	63-6-4018	5-20
Establish the Logistics Operations Center and Administrative Areas	63-6-4019	5-23
Plan Area Tactical Operations	63-6-4011	5-102
Plan Base Cluster Operations	63-6-4013	5-105
Operate the Logistics Support Area of the Logistics Operations Center	63-6-4020	5-110
Operate the Tactical Support Area of the Logistics Operations Center	63-6-4035	5-115
Supervise Operations Security Program	63-6-4036	5-119

Table 4-14. T&EOs from chapter 5 to use in evaluating STX C-4 (continued)

TASK	TASK NUMBER	PAGE
Supervise Nuclear, Biological, and Chemical Defense Operations	63-6-4037.55-4037	5-122
Conduct Command Religious Support Program	63-6-4041	5-155
Combat Battlefield Stress	63-6-4303	5-168
Perform Risk Management Procedures	63-6-4326	5-172
Revise Tactical Standing Operating Procedures	63-6-4008	5-206
Establish Communications	63-6-4016	5-219
Maintain Communications	63-6-4038	5-224
Provide Command and Control	63-6-4042	5-230

Table 4-15. Sample Headquarters, Transportation Composite Group STX C-4 scenario

Sequence	Event	Estimated Time
	Supervise Establishment of Subordinate Elements' Bases and Facilities	
1	Perform Advance/Quartering Party Activities	2 hr
2	Supervise Establishment of Subordinate Elements and HQ	1 hr, 30 min
3	Establish Administrative Areas and Logistics Operations Center	1 hr, 30 min
4	AAR	1 hr
	Total Time:	6 hr

NOTE: Events are trained to standards, not time limitations. The time requested to train an event will vary based on METT-T factors and unit proficiency.

5. General Situation.

a. The unit has relocated to its new area of operations. The unit must plan the establishment of new area of operations.

b. Pertinent maps and overlays are available.

c. The new AO may be in a field or MOUT environment.

d. The staff sections have formulated a tentative layout and defensive plan prior to reconnaissance of the new site.

e. The OPFOR is capable of launching air and ground attacks and engaging in NBC warfare and EW.

f. This exercise is conducted in all environmental conditions.

6. Special Situation. The commander is conducting a meeting with his staff and key leaders. The following guidance is given:

“The headquarters will be located in the Corps and division rear. From this location the headquarters we will be afforded optimum command and control of our subordinate battalion and companies. I want the group area of operations set up and operational immediately, followed by administrative and bivouac areas. Get communications set up and maintain communications with higher HQ and subordinate battalion. The enemy is capable of mounting aerial and ground attacks and is also capable of bringing direct and indirect fire upon us. Have all subordinate elements use cover and concealment to mask our activities and strictly enforce light and noise discipline. Have them place LPs and OPs far enough out to give adequate warning. Uniform remains MOPP2 for all assigned and attached personnel based on reports of enemy treat capabilities.”

7. Support Requirements.

a. Minimum Trainers/OCs. This exercise should be conducted with the commander or XO as the trainer and primary OC. A minimum of two OCs is required.

b. Opposing Force.

(1) The OPFOR may or may not be required when the exercise is conducted as part of a CPX. The OPFOR should be used if the exercise is part of an FTX.

(2) The OPFOR should have specific missions and be controlled whenever used.

(3) MILES can be used, or the OC can assess damage to the unit.

c. Vehicles and Communications. Vehicles and communications equipment organic to the unit are used. When OPFOR is employed, a vehicle and radio are needed for the OC.

d. Maneuver Area. A training area of sufficient size is required to support the vehicles and equipment.

e. Master Incident List. During the STX, MIL is essential to provide input to drive unit actions.

f. Consolidated Support Requirements. Table 4-16, page 4-38, shows the suggested support requirements for this STX.

Table 4-16. Sample consolidated support requirements for STX C-4

AMMUNITION	QUANTITY
5.56mm (Blank)	120 rounds/per weapon
7.62mm (Blank)	100 rounds/per weapon
Smoke Grenades	4/per section/OPFOR
Simulator	4/per OPFOR
MILES	1 set per soldier/equipment
Blank Adapters	1 per weapon

EQUIPMENT

All organic equipment including TOE and CTA items authorized.

FUEL

Multiply the pieces of equipment times the amount of fuel per mile or hour times the tentative operating mileage or hour.

NBC EQUIPMENT	QUANTITY
AN/PDR-75 (Radiation Survey Set)	1 per section
M72A2 Kit: Chemical Stimulant	1 each
CS Grenades	4/per OPFOR

OTHER

Field rations	As required
War Wound Mouflage Set	1 each

NOTE: The consolidated support requirements outlined for this STX are intended as suggestions only. Local policies or constraints may not allow for provisioning of all the items in this table.

HEADQUARTERS, TRANSPORTATION COMPOSITE GROUP

STX C-5

DIRECT TRANSPORTATION SERVICES

1. Objective. This STX trains the unit commander, staff, and other key members in providing command and control. This includes development, planning, direction, and supervision of attached and assigned units engaged in providing transportation services. The staff must become proficient in supervising implementation of programs, plans and policies for employment of motor/rail, cargo transfer and watercraft units and contract/wartime host nation element; providing intelligence; supervising OPSEC; force protection operations; and providing personnel service; administrative, and religious support. This STX combines the elements of command, control, and supervising necessary to direct transportation services.

2. Interface.

a. This STX supports the Transportation Composite Group FTX Provide Transportation Services.

b. This STX supports the COSCOM mission.

c. This STX supports the TRANSCOM mission.

d. This STX is supported by the following STX's:

(1) Detachment Headquarters STX, Provide Unit Administrative and Logistical Support.

(2) Transportation Motor Transport Battalion STX, Provide Transportation Services.

(3) Transportation Terminal Battalion STX, Direct Water Terminal Operations.

(4) Transportation Railway Battalion STX, Supervise Railway Operations.

3. Training.

a. Leader Training.

(1) During classroom activities, unit responsibilities and procedures outlined in FM 55-1 should be discussed and reviewed. The trainer should review the TSOP and T&EOs listed in this STX.

(2) CPX and MAPEX provide the staff the training to teach teamwork and proper preparation of estimates and orders.

(3) CFX or TEWT using the unit staff and a limited number of vehicles from subordinate elements provide training for unit leaders. Simultaneously leaders from subordinate elements train their related STX as part of the unit officer and NCO development program.

(4) Tips for leader training.

(a) Leaders should familiarize themselves with the procedures for coordinating transportation support requirements.

(b) The COSCOM/TRANSCOM and Transportation Composite Group TSOPs should be reviewed.

(c) A personal reconnaissance should be conducted, if possible, of the training area where this STX will be performed.

b. Tips for Training.

(1) After the unit demonstrates proficiency in the tasks in Table 4-17, this STX can be trained under several options:

(a) In a field or MOUT environment.

(b) With or without NBC conditions.

(c) Day or night.

(d) With or without OPFOR interdictions.

(2) The trainer must become proficient in the doctrine and the basics of transportation support before attempting complex operations.

(3) After proficiency in this STX is reached, the unit sustains proficiency by executing this STX as part of an FTX.

4. Training Enhancers.

a. The unit commander provides planning guidance based upon the COSCOM/TRANSCOM commander's concept of operations or based upon his own judgment. The type of operations determines the scheme and priorities of support.

b. Coordination of support operations is found in appropriate publications.

c. Unless otherwise approved by the chief OC, all reports and recommendations are provided in hard copy to the senior trainer for evaluation.

d. This exercise begins with the receipt of a warning order and ends when the unit receives notification of a Level II/III threat. AARs are conducted as shown in Table 4-18. Table 4-18 is a suggested scenario.

Table 4-17. T&EOs from chapter 5 to use in evaluating STX C-5

TASK	TASK NUMBER	PAGE
Supervise Operations Security Program	63-6-4036	5-119
Coordinate Surface Transportation Support	55-6-7001	5-131
Coordinate Terminal Service and Port Activities Support	55-6-7002	5-134
Plan Transportation Operations	55-6-7003	5-137
Coordinate Internal Logistics	63-6-4023	5-140
Provide Human Resources Support - Personnel Services	63-6-4039.55-4039	5-147
Provide Human Resources Support - Administrative Services	63-6-4040	5-151
Conduct Command Religious Support Program	63-6-4041	5-155
Manage Maintenance Operations	63-6-4044	5-159
Establish Liaisons	63-6-4061	5-165
Combat Battlefield Stress	63-6-4303	5-168
Perform Risk Management Procedures	63-6-4326	5-172
Maintain Communications	63-6-4038	5-224
Provide Command and Control	63-6-4042	5-230

**Table 4-18. Sample Headquarters, Transportation Composite Group
STX C-5 scenario**

Sequence	Event	Estimated Time
	Direct Transportation Services	
1	Conduct Mission Analysis	1 hr
2	Provide Transportation Support	8 hr
3	AAR	1 hr
	Total Time:	10 hr

NOTE: Events are trained to standards, not time limitations. The time requested to train an event will vary based on METT-T factors and the training proficiency of the unit.

5. General Situation.

a. The unit has established their assigned area of responsibilities in the theater's rear area. The unit mission is to command and control units that provide transportation services.

b. The COSCOM/TRANSCOM and Transportation Composite Group OPLAN/OPORD are available.

c. Intelligence information on the tactical situation is disseminated from the COSCOM/TRANSCOM to the Transportation Composite Group. The unit implements OPSEC measures.

d. Sufficient unit supplies and equipment are available.

e. Exercise is conducted on a field site or MOUT environment.

f. The OPFOR may be conventional or unconventional forces and is capable of intelligence gathering. The OPSEC program is a passive defensive measure. Local security is maintained by using OPSEC countermeasure techniques.

g. The OPFOR can launch air, ground, and/or NBC attacks. Isolated NBC incidents have occurred. OPFOR is capable of conducting EW.

h. The exercise is conducted under all day and night environmental conditions.

6. Special Situation. The commander issues the following:

“We will be operating from the Corps or the division rear. We will command, control, and supervise three to seven battalions and their assigned and attached units. The group HQ will provide command, staff planning, and control of operations for all units engaged in providing transportation services. The S1 will provide administrative and personnel functions and actions within the group and its subordinate units. The S2/3 section will operate on a 24-hour basis with two shifts. The S2/3 will develop and supervise implementation of programs, plans, and policies for employment of motor/rail transport, cargo transfer, and watercraft units and contract/wartime host nation elements providing transportation support. The S2/3 uses a variety of STAMIS to manage transportation data. The S2/3 will provide operation control, physical security, intelligence, and chemical data to units. The S4 section will plan, coordinate, and supervise all logistical activities. The communication section will provide internal communication service for communication with adjacent and subordinate units. The communication section will also supervise, install, and maintain communications systems for the group. The unit ministry team will provide religious support to all personnel assigned and attached to the unit, to include area and denominational coverage and ministry to mass casualties and hospitalized members of the unit. The ministry team will also advise me on religious, moral, and soldier welfare issues. The USAF combat weather team will provides and relays real-time observations essential for mission safety and operational force. I want to be updated on the status of support as soon as you encounter problems or there is a break in operations.”

7. Support Requirements.

a. Minimum Trainers/OCs. This exercise should be conducted with the commander or XO as the senior internal evaluator. If the STX is conducted for the unit HQ and staff, then one evaluator per staff section is required.

b. Opposing Force.

(1) The OPFOR is not required when the exercise is a CPX. The OPFOR should be used if the exercise is part of an FTX.

(2) The OPFOR should have specific missions and be controlled when used.

(3) MILES can be used, or the OC can assess damage to unit personnel.

c. Vehicles and Communications. Vehicles and communications equipment organic to the unit are used. When the OPFOR is employed, a vehicle and radio are required for each OC.

d. Maneuver Area. A training area of sufficient size, approximately 250 by 250 meters, is needed to support the number of vehicles and equipment in the unit.

e. Master Incident List. During the STX, MIL is essential to provide input to drive unit actions.

f. Consolidated Support Requirements. Table 4-19 shows the suggested support requirements for this STX.

Table 4-19. Sample consolidated support requirements for STX C-5

AMMUNITION	QUANTITY
5.56mm (Blank)	120 rounds/per weapon
7.62mm (Blank)	250 rounds/per weapon
Smoke Grenades	4/OPFOR/unit
Simulator	4/OPFOR
MILES	1 set per soldier/equipment
Blank Adapter	1 per weapon
CS Grenades	4/OPFOR

EQUIPMENT

All organic equipment to include TOE and CTA authorized items.

FUEL

Multiply the pieces of equipment times the amount of fuel per mile or hour times the tentative operating mileage or hour.

Table 4-19. Sample consolidated support requirements for STX C-5 (continued)

NBC EQUIPMENT	QUANTITY
AN/PDR-75 (Radiation Survey Set)	1 per unit
M72A2 Kit: Chemical Stimulant	2 each
OTHER	
Field rations	as required
War Wound Mouflage Set	1 each
Aircraft for simulated air attack	1 each

NOTE: The consolidated support requirements outlined for this STX are intended as suggestions only. Local policies or constraints may not allow for provisioning of all of the items in this table.

HEADQUARTERS, TRANSPORTATION COMPOSITE GROUP

STX C-6

COORDINATE FORCE PROTECTION ACTIVITIES

1. Objective. This STX trains the commander, staff, and key leaders in planning, coordinating, and command and control of force protection activities of the unit area. The staff must become proficient in planning force protection activities, establishing and coordinating area defense, operating the base operations center, and directing responses to the area's threat. The STX combines the elements of planning, coordinating, and directing procedures necessary to accomplish force protection activities.

2. Interface.

a. This STX supports the Transportation Composite Group FTX, Provide Transportation Services.

b. This STX supports the COSCOM mission.

c. This STX supports the TRANSCOM mission.

d. This STX is supported by the following STX's:

(1) Detachment Headquarters STX, Defend area

(2) Transportation Motor Transport Battalion STX, Supervise Force Protection.

(3) Transportation Terminal Battalion STX, Supervise Force Protection.

(4) Transportation Railway Battalion STX, Supervise Force Protection.

3. Training.

a. Leader Training.

(1) This STX can be used to plan and conduct unit defensive operations as part of a CPX or FTX.

(2) Classroom activities will cover the unit TSOP and the responsibilities and procedures outlined in the T&EOs in this STX. The trainer should emphasize the following items:

(a) Implementation of defensive plan.

(b) Proper use of weapons.

(c) Maneuver and fires.

(d) Indirect fire and CAS calling procedures.

- (e) Withdrawal.
- (f) NBC defense procedures.
- (g) Hasty displacement procedures.
- (h) ADC procedures.

(3) CPX, CFX, and TEWT provide ground training for leaders when the exact area of the STX is used.

(4) Tips for leader training.

(a) Leaders should familiarize themselves with the procedures for planning and executing unit defense.

(b) The Transportation Composite Group and unit TSOPs should be reviewed.

(c) A personal reconnaissance should be conducted of the training area, if possible.

b. Tips for Training.

(1) After the unit has demonstrated proficiency in the tasks in Table 4-20, this STX can be trained under the following options:

- (a) With or without NBC conditions.
- (b) Day or night.
- (c) In a field or MOUT environment.

(2) The unit must be proficient in the basics of planning and conducting unit defense before attempting complex operations.

(3) After proficiency in this STX is reached, the unit sustains proficiency by executing this STX as part of an FTX.

4. Training Enhancers.

a. The unit must be prepared at any time to assist in the defense against air, ground, or threat attacks during daylight or darkness and is prepared to respond appropriately to enemy or friendly chemical or nuclear operations.

b. Unless otherwise approved by the chief OC, all reports and recommendations should be provided in hard copy to the senior trainer for evaluation.

c. This exercise begins when the unit receives notification of a Level II or III threat in the unit area and ends after the unit completes ADC operations. AARs are conducted as shown in Table 4-21. Table 4-21 is a suggested scenario.

Table 4-20. T&EOs from chapter 5 to use in evaluating STX C-6

TASK	TASK NUMBER	PAGE
Provide Intelligence Support	63-6-4048	5-6
Supervise Operations Security Program	63-6-4036	5-119
Supervise Nuclear, Biological, and Chemical Defense Operations	63-6-4037.55-4037	5-122
Direct Response to Threat Actions	63-6-4049	5-128
Conduct Command Religious Support Program	63-6-4041	5-155
Direct Area Damage Control Operations	63-6-4050.55-4050	5-162
Combat Battlefield Stress	63-6-4303	5-168
Perform Risk Management Procedures	63-6-4326	5-172
Maintain Communications	63-6-4038	5-224
Provide Command and Control	63-6-4042	5-230

Table 4-21. Sample Headquarters, Transportation Composite Group STX C-6 scenario

Sequence	Event	Estimated Time
Coordinate Force Protection Activities		
1	Receive Threat Interdictions	30 min
2	AAR	1 hr
3	Level II/III Attacks	30 min
4	Defense Responses	30 min
5	Damage Assessment	1 hr
6	Restoration of Support	1 hr
7	AAR	1 hr
	Time:	5 hr, 30 min

NOTE: Events are trained to standards, not time limitations. The time requested to train an event will vary based on METT-T factors and the training proficiency of the unit. The estimated times are for planning purposes only.

5. General Situation.

a. The unit has established its defensive positions as part of a base cluster and has received notification of a Level II/III attack. The OPFOR has infiltrated or airdropped a platoon size or larger force in the area to seek out command and control and support facilities to disrupt friendly battle sustainment.

b. The COSCOM/TRANSCOM and Transportation Composite Group TSOPs and OPORD with rear operations annex are available.

c. The unit defenses have been established.

d. Rear operations communications system has been established.

e. This exercise is conducted under all day and night environmental conditions.

f. The OPFOR has the potential to conduct ground, air, and NBC warfare.

6. FRAGO. The commander issues the following FRAGO: "A Level II/III attack is imminent. Cease operations and implement unit defensive plan. Prepare for threat engagement within 30 minutes. Further information will be disseminated as the exercise develops."

7. Support Requirements.

a. Minimum Trainers/OCs. This exercise should be conducted with the unit commander or XO as the trainer and primary OC. A minimum of three OCs is required.

b. Opposing Force.

(1) The OPFOR should not be more than squad (+) size with two crew-served weapons. The OPFOR should have specific missions and be controlled when used.

(2) MILES can be used, or the OC can assess damage to equipment and personnel casualties.

c. Vehicles and Communications. Vehicles and communications equipment organic to the unit are used. When OPFOR is employed, a vehicle and radio for the OC are needed.

d. Maneuver Area. Depending upon the LTA, it is desirable to have an adequate training area, which is approximately 250 by 250 meters.

e. Master Incident List. During this STX, MIL is essential to provide input to drive unit actions.

f. Consolidated Support Requirements. Table 4-22 shows the suggested support requirements for this STX.

Table 4-22. Sample consolidated support requirements for STX C-6

AMMUNITION	QUANTITY
5.56mm (Blank)	120 rounds/weapon
7.62mm (Blank)	250 rounds/weapon
Smoke Grenades	8 OPFOR/4 section
Simulator	4 OPFOR
CS Grenade	4 OPFOR
Blank Adapter	1 per/weapon
MILES	1 per soldier/equipment

EQUIPMENT

All organic equipment to include TOE and CTA authorized.

FUEL

Multiply the pieces of equipment times the amount of fuel per mile or hour times the tentative operating mileage or hour.

NBC EQUIPMENT	QUANTITY
AN/PDR-75 (Radiation Survey Set)	1 per section
M72A2 Kit: Chemical Stimulant	2 each

OTHER

Field Rations	as required
War Wound Mouflage Set	1 each

NOTE: The consolidated support requirements outlined above are intended as suggestions only. Local policies or constraints may not allow for provisioning of all items in this table.

HEADQUARTERS, TRANSPORTATION COMPOSITE GROUP

STX C-7

SUPERVISE REDEPLOYMENT OF SUBORDINATE ELEMENTS TO HOME STATION

1. Objective. This STX trains the commander, staff, and key leaders in supervising the redeploying of the unit from a theater of operations to home station or mobilization site. The commander, staff, and key leaders must become proficient in planning and preparing the unit for redeployment operations.

2. Interface.

a. This STX supports the Transportation Composite Group FTX, Provide Transportation Services.

b. This STX supports the COSCOM mission.

c. This STX supports the TRANSCOM mission.

d. This STX is supported by the following STX's:

(1) Detachment Headquarters STX, Redeploy Unit.

(2) Transportation Motor Transport Battalion STX, Supervise Redeployment.

(3) Transportation Terminal Battalion STX, Supervise Redeployment.

(4) Transportation Railway Battalion STX, Supervise Redeployment.

3. Training.

a. Leader Training.

(1) This STX can be used to plan and implement redeployment (land, sea, or air) of the unit as a part of an FTX.

(2) During classroom activities, the use of the TSOP and the responsibilities and procedures outlined in FMs 55-9, 55-10, 55-65, 90-26, and 100-17. ARs 220-10, 700-84, and 750-1 should be discussed and the T&EOs listed in this STX should be reviewed.

(3) The leader should use a map of the area where the STX is to be conducted and a sand table model to match the actual terrain, if possible.

(4) CPX, CFX, and TEWTs provide ground training for leaders when the exact area of the STXs is used.

(5) Simulations and games teach leaders as part of a continuing officer and NCO development program.

(6) Tips for leader training.

(a) Leaders should familiarize themselves with the procedures for planning and executing redeployment operations.

(b) Leaders should review the higher echelon and unit SOPs.

(c) Leaders should conduct a personal reconnaissance of the training area where redeployment activities will take place, if possible.

b. Tips for Training.

(1) After the unit has demonstrated proficiency in the tasks in Table 4-23, page 4-52, this STX can be trained under several options:

(a) Inclement weather.

(b) Multiple increments.

(c) Different mode of transportation.

(d) Day or night.

(2) The unit must become proficient in the basics of planning and executing basic redeployment before attempting complex options.

(3) After proficiency in this STX is reached, the unit sustains proficiency by executing this STX as part of an FTX.

4. Training Enhancers.

a. The unit commander, in coordination with higher HQ, secures required redeployment SOPs.

b. UMO/NCO updates unit redeployment plans in coordination with higher echelon staff.

c. Higher HQ provides unit with the redeployment sequence.

d. Unless otherwise approved by the chief OC, all reports and recommendations should be provided in hard copy to the senior trainer for evaluation.

e. This exercise begins with receipt of a warning order and ends upon completion of redeployment activities. AARs are conducted as shown in Table 4-24, page 4-53. Table 4-24 is a suggested scenario.

5. General Situation.

a. The unit is employed in a theater of operations and is to be redeployed to CONUS. The unit is under the command and control of a higher echelon element.

- b. Unit commanders must provide personnel and equipment status reports.
- c. The base support elements provide required redeployment support.
- d. This exercise is conducted in all day and night environmental conditions.

Table 4-23. T&EOs from chapter 5 to use in evaluating STX C-7

TASK	TASK NUMBER	PAGE
Supervise Deployment/Redeployment Activities	63-6-4853	5-35
Coordinate Reconstitution for Redeployment	63-6-4865	5-75
Prepare Redeployment Movement Plan/Order	63-6-4866	5-77
Provide Redeployment Support	63-6-4867	5-80
Perform Redeployment Advance Party Activities	63-6-4868	5-85
Perform Theater Rear Detachment Activities	63-6-4969	5-88
Coordinate Home Station Activities	63-6-4870	5-91
Combat Battlefield Stress	63-6-4303	5-168
Perform Risk Management Procedures	63-6-4326	5-172
Provide Command and Control	63-6-4042	5-230
Plan Command Redeployment	63-6-4874	5-237

**Table 4-24. Sample Headquarters, Transportation Composite Group
STX C-7 scenario**

Sequence	Event	Estimated Time
	Supervise Redeployment of Subordinate Elements to Home Station	
1	Receive Warning Order for Redeployment	15 min
2	Coordinate Reconstitution for Redeployment	1 hr
3	Prepare Redeployment Movement Plan/Order	1 hr
4	Supervise Redeployment Activities	1 hr
5	Provide Redeployment Support	1 hr
6	Perform Redeployment Advance Party Activities	1 hr
7	Perform Theater Rear Detachment Activities	1 hr
8	Coordinate Home Station Activities	1 hr, 30 min
9	Final AAR	2 hr
	Total Time:	9 hr, 45 min

NOTE: Events will be trained to standard, not time limitations. The time required to train an event will vary based on METT-T factors and the training proficiency of the unit.

6. FRAGO. The commander issues the following FRAGO: “Alternative route A will be used for moving to TAA/RAA located at _____ (grid coordinates). Prepare to move within _____ hours.”

7. Support Requirements.

a. Minimum Trainer and OCs. This exercise should be conducted with the unit commander or XO as the trainer and primary OC. A minimum of two OCs is required.

b. Opposing Force. None.

c. Vehicles and Communications. Vehicles and communications equipment organic to the unit are used.

d. Maneuver Area. A road network is required that allows a road march of at least 25 kilometers.

e. Master Incident List. During this STX, the MIL is essential to provide input to drive unit actions.

f. Consolidated Support Requirements. Table 4-25, page 4-54, shows the suggested support requirements for this STX.

Table 4-25. Sample consolidated support requirements for STX C-7

AMMUNITION

QUANTITY

NONE

EQUIPMENT

All organic equipment to include TOE and CTA authorized.

FUEL

Multiply the pieces of equipment times the amount of fuel per mile or hour times the tentative operating mileage or hour.

NBC EQUIPMENT

NONE

RATIONS

NOTE: The consolidated support requirements outlined for this STX are intended as suggestions. Local policies or constraints may not allow for providing the items.

CHAPTER 5

TRAINING AND EVALUATION OUTLINES

5-1. GENERAL. This chapter contains the T&EOs for all the collective tasks that the unit must perform in order to accomplish its critical wartime mission. The unit commander uses T&EOs for training and internally evaluating the unit. Higher HQ also uses the T&EOs to evaluate unit performance.

5-2. STRUCTURE. Table 5-1, pages 5-2 through 5-5, is a list of all the T&EOs in this MTP. The mission to collective task matrix in Chapter 2 lists the T&EOs required to train the critical wartime missions according to their specific AUTL.

5-3. FORMAT. The T&EOs are the training objective prepared for every collective task that supports the critical wartime mission accomplishment. Each T&EOs contains the following components:

- a. Element. The element identifies the unit or unit element that is required to perform the task.
- b. Task. A task is an event that has a start and stop, is measurable, and supports a specific mission.
- c. Task Number. The task number is in parentheses following the task title. This number is used to identify the task throughout the MTP.
- d. References. The references for each task are in parentheses following the task number. The underlined reference is the primary reference. This reference contains the most information concerning the task.
- e. Iteration. Iterations (1 through 5) are used to identify the number of times a task is performed and evaluated during training or an exercise. If the task has been performed more than once, the iteration will indicate the quality of the latest performance. The letter "M" stands for MOPP and will be circled by the evaluator if tasks are performed under MOPP conditions.
- f. Training Status. The training status is used to record the evaluation of the unit's ability to perform the task. The rating is circled each time the task is evaluated. The two ratings are:
 - (1) GO. The unit successfully performed all the task/task steps (subtasks) and standards with no significant shortcomings.
 - (2) NO GO. The unit failed to successfully accomplish the task/task steps (subtasks) and standards.
- g. Conditions. The conditions statement of the T&EO describes the wartime environment under which the task is performed. The statement begins with an initiating cue which is an action taken by a unit or individual outside or within the unit. The cue acts as a catalyst to create the necessity to perform the task.
- h. Task Standard. The task standard states the ultimate outcome criteria for the task.

i. Subtasks. Subtasks are actions or events that must take place for a task to be performed. The task steps are sequentially arranged where the performance sequence is important for the correct performance of the task.

NOTE: Leader task steps are identified by an asterisk "*" placed to the left of the critical task step (subtask) symbol "+" which is placed at the immediate left of the task step (subtask) number. The individual and leader tasks that support the collective task are identified in parentheses at the end of the subtask.

j. Standards. Detailed standards are listed for each task step. The standard for the task step is the accomplishment of all event standards for the task step. For example, "a" through "h" (task steps) must be completed before the standard is met.

k. GO/NO GO Column. The GO/NO GO column is used to record the performance of the standards. Each standard for a task step must be evaluated and an "x" placed in the appropriate column. A major portion of the standards for a task step must be marked a "GO" for the task step to be successfully performed.

5-4. OPFOR TASKS AND STANDARDS. These tasks and standards provide overall OPFOR performance standards for selected collective tasks. These tasks and standards also ensure that OPFOR soldiers accomplish meaningful training. The OPFOR must always attain its task standards, using doctrine and tactics consistent with the type of enemy they are portraying.

5-5. USAGE OF T&EO. The T&EO is used individually to train personnel in a single task. It is used in sequence with other T&EOs to train personnel in and/or evaluate a larger group of tasks, such as an FTX or STX. The T&EOs should be used through more than five iterations of evaluations, either by making copies or using pencil entries to record results.

Table 5-1. List of unit T&EOs

TASK TITLE	TASK NUMBER	PAGE
<u>DEVELOP INTELLIGENCE</u>		
Provide Intelligence Support	63-6-4048	5-6
<u>DEPLOY/CONDUCT MANEUVER</u>		
Supervise Advance/Quartering Party Activities	63-6-4014	5-9
Establish Command Post (Forward)	63-6-4015	5-14
Coordinate Movement of Subordinate Elements	63-6-4017	5-17
Supervise Establishment of Subordinate Elements and Headquarters	63-6-4018	5-20
Establish the Logistics Operations Center and Administrative Areas	63-6-4019	5-23
Direct Deployment Alert Activities	63-6-4850	5-26

Table 5-1. List of unit T&EOs (continued)

TASK TITLE	TASK NUMBER	PAGE
Establish the Emergency Operations Center (EOC)	63-6-4851	5-29
Operate the Emergency Operations Center (EOC)	63-6-4852	5-32
Supervise Deployment/Redeployment Activities	63-6-4853	5-35
Update Movement Plan/Order	63-6-4854	5-40
Coordinate Soldier Readiness Program Processing Support	63-6-4855	5-43
Provide Deployment Personnel and Administrative Services Support	63-6-4856	5-46
Coordinate Family Assistance Support	63-6-4857	5-50
Coordinate Deployment Training Support	63-6-4858	5-53
Perform Deployment Intelligence Support Functions	63-6-4859	5-55
Provide Deployment Logistics Support	63-6-4860	5-58
Perform Deployment Advance Party Activities	63-6-4861	5-63
Coordinate Onward Movement	63-6-4862	5-66
Coordinate Rear Detachment Support	63-6-4863	5-69
Perform Home Station Rear Detachment Activities	63-6-4864	5-72
Coordinate Reconstitution for Redeployment	63-6-4865	5-75
Prepare Redeployment Movement Plan/Order	63-6-4866	5-77
Provide Redeployment Support	63-6-4867	5-80
Perform Redeployment Advance Party Activities	63-6-4868	5-85
Perform Theater Rear Detachment Activities	63-6-4969	5-88
Coordinate Home Station Activities	63-6-4870	5-91
Direct Integration Activities	63-6-4871	5-95
Plan Command Deployment in a Peacetime Environment	63-6-4872	5-98

Table 5-1. List of unit T&EOs (continued)

TASK TITLE	TASK NUMBER	PAGE
PROTECT THE FORCE		
Plan Area Tactical Operations	63-6-4011	5-102
Plan Base Cluster Operations	63-6-4013	5-105
Operate the Logistics Support Area of the Logistics Operations Center	63-6-4020	5-110
Operate the Tactical Support Area of the Logistics Operations Center	63-6-4035	5-115
Supervise Operations Security Program	63-6-4036	5-119
Supervise Nuclear, Biological, and Chemical Defense Operations	63-6-4037.55-4037	5-122
Direct Response to Threat Actions	63-6-4049	5-128
PERFORM CSS AND SUSTAINMENT		
Coordinate Surface Transportation Support	55-6-7001	5-131
Coordinate Terminal Service and Port Activities Support	55-6-7002	5-134
Plan Transportation Operations	55-6-7003	5-137
Coordinate Internal Logistics	63-6-4023	5-140
Coordinate Transportation Support	63-6-4030	5-144
Provide Human Resources Support - Personnel Services	63-6-4039.55-4039	5-147
Provide Human Resources Support - Administrative Services	63-6-4040	5-151
Conduct Command Religious Support Program	63-6-4041	5-155
Manage Maintenance Operations	63-6-4044	5-159
Direct Area Damage Control Operations	63-6-4050.55-4050	5-162
Establish Liaisons	63-6-4061	5-165
Combat Battlefield Stress	63-6-4303	5-168
Perform Risk Management Procedures	63-6-4326	5-172

Table 5-1. List of unit T&EOs (continued)

TASK TITLE	TASK NUMBER	PAGE
EXERCISE COMMAND AND CONTROL		
Receive the Mission	63-6-4000	5-175
Conduct Mission Analysis	63-6-4001	5-179
Apply Intelligence Preparation of the Battlefield Doctrine and Techniques	63-6-4002	5-183
Develop Feasible Courses of Action	63-6-4003	5-187
Maintain Current Estimates of the Situation	63-6-4004	5-191
Analyze Feasible Courses of Action	63-6-4005	5-195
Prepare Operations Plan/Order	63-6-4006	5-199
Prepare Annexes, Appendixes, Enclosures, Tabs, and Overlays	63-6-4007	5-203
Revise Tactical Standing Operating Procedures	63-6-4008	5-206
Develop Road Movement Order	63-6-4009	5-209
Develop Occupation Plan	63-6-4010	5-216
Establish Communications	63-6-4016	5-219
Maintain Communications	63-6-4038	5-224
Provide Command and Control	63-6-4042	5-230
Plan Command Deployment Upon Receipt of a Warning Order	63-6-4873	5-233
Plan Command Redeployment	63-6-4874	5-237

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>e. Annotates situation map with current friendly and threat locations.</p> <p>f. Prepares INTSUM.</p> <p>g. Disseminates INTSUM to appropriate agencies and elements.</p> <p>h. Maintain situational awareness at all times using appropriate BFACS.</p> <p>4. Plans/Intelligence Branch maintains classified information.</p> <p>a. Stores classified information IAW current OPSEC instructions, TSOP, and AR 190-13.</p> <p>b. Marks all classified information IAW TSOP and AR 190-13.</p> <p>c. Controls access to classified information.</p> <p>d. Enforces information security measures.</p> <p>e. Provides classified maps.</p> <p>f. Maintains emergency destruction devices and equipment as required by TSOP.</p> <p>g. Maintains emergency destruction instructions IAW AR 190-13 and TSOP.</p> <p>5. Plans/Intelligence Branch plans EPW handling.</p> <p>a. Coordinates handling and locations of holding areas with supporting MP element and supported command's G3.</p> <p>b. Monitors EPW handling operations to ensure compliance with the TSOP, OPORD, and the provisions of the Geneva Convention.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. Advance/quartering party moves to new operating site.</p> <ul style="list-style-type: none"> a. Crosses SP, checkpoints, and the RP at times prescribed in the movement order. b. Follows route prescribed in the movement order. c. Reports route changes, intelligence, and any other information to the S2/3 and/or the main body; reports using route guides, route markers, other nonelectronic means, BFACS, or MTS. d. Moves advance/quartering party into a concealed, predesignated assembly area to await clearance of new area. e. Maintains situational awareness at all times, using appropriate BFACS, MTS, or radio. <p>3. Advance/quartering party leader supervises the securing of the new area.</p> <ul style="list-style-type: none"> a. Dispatches security elements to sweep the area to locate mines, booby traps, or signs of threat presence. b. Dispatches NBC survey and monitoring teams to sweep assigned sectors. c. Places OP on probable avenues of approach consistent with personnel assets. d. Conducts area reconnaissance (mounted or dismounted) with subordinate elements' leaders pointing out general locations of each element. e. Moves entire element into the new area. f. Forwards closing report to main body, if possible, using appropriate BFACS, radio, or MTS. g. Maintains situational awareness at all times, using appropriate BFACS, radio, or MTS. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>4. Advance/quartering party secures the new area.</p> <ul style="list-style-type: none"> a. Dons protective mask before entering new area. b. Sweeps the area to locate mines, booby traps, or other signs of threat presence (Security elements). c. Surveys assigned areas for NBC contamination (Survey and Monitor Teams). d. Occupies OPs on probable avenues of approach. e. Moves into new area as directed by the party leader. f. Maintains situational awareness at all times, using appropriate BFACS, radio, or MTS. <p>5. Advance/quartering party leader supervises area preparation.</p> <ul style="list-style-type: none"> a. Maintains situational awareness at all times, using appropriate BFACS, radio, or MTS. b. Monitors movement of each subordinate element's advance/quartering party into their respective area to ensure compliance with layout plan and traffic circulation plans. c. Supervises implementation of hasty security plan to ensure that each element secures its individual area. d. Supervises implementation of communications plan in coordination with the staff HQ communications representative(s) to ensure radio communications exists between the CP and all subordinate elements. e. Enforces OPSEC measures during preparation of subordinate elements' areas. f. Tasks unit representatives to block all other possible entrance/exit points with available materials. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>6. Advance/quartering party implements tentative layout plan.</p> <ul style="list-style-type: none"> a. Marks traffic circulation pattern IAW layout plan. b. Establishes entrance/exit points to all subordinate units' locations. c. Constructs obstructions to block all other possible entrance and exit points. <p>7. Advance/quartering party implements hasty security plan.</p> <ul style="list-style-type: none"> a. Prepares hasty defensive sketch, using a map overlay or appropriate BFACS. b. Enforces camouflage and concealment measures. c. Identifies location for emplacement of emergency alarm devices. <p>8. Advance/quartering party implements communications plan IAW staff HQ communications representative's directions.</p> <ul style="list-style-type: none"> a. Establishes wire/digital communications between CP and subordinate elements. b. Establishes wire/digital communications with higher headquarters. c. Employs signal security measures. d. Issues passwords as prescribed in the TSOP. e. Installs antivirus software as prescribed in the TSOP. <p>9. Advance/quartering party leader supervises reception of main body.</p> <ul style="list-style-type: none"> a. Identifies guide pickup points. b. Briefs ground guides on moving main body into their respective areas with emphasis on OPSEC measures. c. Directs dispatching of element guides to the RP. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
d. Monitors subordinate elements' guide activities to ensure compliance with party leader's guidance and TSOP. e. Enforces surveillance measures. f. Provides progress reports to the S2/3 and commander upon arrival of the main body, using appropriate BFACS, radio, wire, or personal contact. g. Maintains situational awareness at all times, using status boards, appropriate BFACS, radio, or wire.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS		
Task Number	Task Title	References
031-503-1014	Identify Chemical Agents Using M8 Detector Paper	STP 10-92M14-SM-TG STP 21-1-SMCT
031-503-1020	Detect Chemical Agents Using M9 Detector Paper	STP 10-92M14-SM-TG STP 21-1-SMCT
052-193-1013	Neutralize Booby Traps	STP 10-92M14-SM-TG STP 21-24-SMCT
071-329-1019	Use a Map Overlay	STP 10-92M14-SM-TG STP 21-24-SMCT
071-331-0820	Analyze Terrain	STP 10-92M14-SM-TG STP 21-24-SMCT

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. Staff Advance Element provides staff supervision over forward tactical operations.</p> <p style="padding-left: 40px;">a. Provides staff supervision over establishment of the CP area to ensure compliance with layout plan and TSOP.</p> <p style="padding-left: 40px;">b. Supervises the establishment of communications with higher HQ, adjacent, and subordinate units as prescribed by the movement order, TSOP, and SOI/SSI, using appropriate BFACS or other available communications means.</p> <p style="padding-left: 40px;">c. Provides movement assistance to subordinate elements out of the range of main CP's communications.</p> <p style="padding-left: 40px;">d. Maintains "hard copy" overlay or analog/digital situation map(s) with current disposition of friendly and enemy units.</p> <p>3. Staff Advance Element provides staff supervision over forward CSS assets/commodities (MMC or Support Operations representatives, as designated by Table of Organization and Equipment and TSOP).</p> <p style="padding-left: 40px;">a. Maintains asset visibility of all CSS assets.</p> <p style="padding-left: 40px;">b. Maintains intransit visibility of forward CSS assets.</p> <p style="padding-left: 40px;">c. Maintains "hard copy" or analog/digital situation maps depicting friendly facilities and sustainment resources in the area of responsibility.</p> <p style="padding-left: 40px;">d. Maintains current customer listing.</p> <p style="padding-left: 40px;">e. Maintains current staff files and journals.</p> <p style="padding-left: 40px;">f. Relays operational information from customer units to rear HQ that affects CSS support operations.</p> <p style="padding-left: 40px;">g. Provides current operational briefing to S2/3 and respective staff sections upon arrival of main body.</p> <p style="padding-left: 40px;">h. Maintains situational awareness at all times using situation boards and/or appropriate/available digitized devices.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>f. Brief all element commanders on tactical situation, communications frequencies and procedures, and emergency action procedures.</p> <p>g. Maintains situational awareness at all times using appropriate BFACS, MTS, or radio.</p> <p>2. S2/3 Section monitors movement of subordinate elements and HQ.</p> <p>a. Maintains communications with each subordinate and HQ elements IAW movement orders and TSOP, using appropriate BFACS, MTS, or radio.</p> <p>b. Enforces COMSEC measures IAW movement order and TSOP.</p> <p>c. Posts subordinate and HQ elements' movement progress on the analog/digital situation map, using appropriate BFACS, radio, or wire.</p> <p>d. Annotates subordinate and HQ elements' march progress on the road movement graphs, using appropriate BFACS, radio, or wire.</p> <p>e. Provides corrective actions to subordinate and HQ elements when deviations from movement order occur (speed, interval, route adjustments and increased MOPP levels), using appropriate BFACS, MTS, radio, or wire.</p> <p>f. Provides coordination for emergency support between subordinate elements and area support units, based on the type and level of emergency.</p> <p>g. Coordinates subordinate elements en route support requirements with area support units until all known requirements are fulfilled.</p> <p>h. Maintains situational awareness at all times using appropriate BFACS, MTS, or radio.</p> <p>i. Records closing reports from subordinate and HQ elements upon receipt.</p> <p>j. Provides final movement report upon receipt of all closing reports to commander and RCPOC, using appropriate BFACS, radio, or MTS.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
3. Support Operations personnel direct logistics operations during move. <ul style="list-style-type: none"> a. Coordinate requirements with the supported unit(s). b. Coordinate pickup or delivery of logistics support items between subordinate elements and requesting units, using appropriate BFACS, radio, or MTS. c. Maintain situational awareness at all times using appropriate BFACS, radio, or MTS. d. Communicate emergency requirements to staff currently on the move, using appropriate BFACS, radio, or MTS. e. Provide close down report to S2/3 Section (forward). 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS		
Task Number	Task Title	References
01-7300.75-0500	Plan Convoy Operations	STP 55-88II-MQS
031-503-3004	Supervise the Crossing of a Contaminated Area	STP 10-92M14-SM-TG
		STP 21-24-SMCT
03-9001.13-0001	Solve Problems Using the Military Problem Solving Process	STP 55-88II-MQS
081-831-0101	Request Medical Evacuation	STP 10-92M14-SM-TG
		STP 21-24-SMCT
113-573-8006	Use An Automated Signal Operation Instruction (SOI)	STP 10-92M14-SM-TG
		STP 21-24-SMCT
O3-4995.90-0010	Direct Vehicle and Equipment Recovery Operations	STP 55-88II-MQS

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>c. Coordinates CSS operations from forward location (limited operations), using appropriate BFACS.</p> <p>d. Supervises the establishment of wire communications within the CP area.</p> <p>e. Sets up situation map(s).</p> <p>f. Maintains situational awareness at all times using appropriate communication and/or automation system(s) BFACS.</p> <p>3. S2/3 Section monitors positioning of subordinate units and HQs.</p> <p>a. Supervises positioning of elements as prescribed by the layout plan.</p> <p>b. Coordinates impact of position changes with other staff sections.</p> <p>c. Approves position changes of subordinate elements that are caused by terrain and/or tactical considerations.</p> <p>d. Posts situation map(s) and overlay(s) to reflect new positions.</p> <p>e. Maintains situational awareness at all times using appropriate communication and/or automation system(s).</p> <p>f. Provides establishment update to the commander and XO, using appropriate communication and/or automation system(s).</p> <p>g. Employs safety measures IAW TSOP and publications.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS		
Task Number	Task Title	References
071-329-1019	Use a Map Overlay	STP 10-92M14-SM-TG STP 21-24-SMCT
071-331-0820	Analyze Terrain	STP 10-92M14-SM-TG STP 21-24-SMCT

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>f. Establish area for processing incoming and outgoing messages.</p> <p>g. Establish commander's briefing area.</p> <p>h. Prepare sleep plan that is consistent with phases of supported units' operations.</p> <p>i. Establish policy file, records, staff journals, and branch workbooks.</p> <p>j. Set up area access and security IAW the TSOP.</p> <p>k. Maintains situational awareness at all times using appropriate BFACS, radio, wire or messenger.</p> <p>2. S1 and S4 Sections establish administrative areas.</p> <p>a. Identify staff working areas that facilitate immediate staff access to all required information.</p> <p>b. Set up analog/digital maps and status boards displaying status of internal logistics, personnel, and equipment.</p> <p>c. Establish communications nets in the order of priority specified by the TSOP.</p> <p>d. Establish policy files, records, staff journals, and section workbooks.</p> <p>e. Coordinate generator electrical power with the S2/3 Section.</p> <p>3. S6 establishes analog and digital communications.</p> <p>NOTE: For staffs without a S6 Section, this task will be performed by the S2/3 Section, Communications Branch.</p> <p>a. Determines communications requirements.</p> <p>b. Establishes local area network.</p> <p>c. Issues passwords.</p> <p>d. Establishes wire communications.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
e. Operates the switchboard.		
f. Establishes analog and digital communications with higher, adjacent, and subordinate units.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>f. Calculate recall percentages IAW recall plan.</p> <p>g. Brief commander and S2/S3 on progress of recall.</p> <p>3. S2/S3 Section monitors progress of recall.</p> <p>a. Identifies time-phased present-for-duty requirements by reviewing recall plans.</p> <p>b. Identifies present-for-duty status by reviewing recall status reports from subordinate units.</p> <p>c. Calculates recall percentages IAW recall plan.</p> <p>d. Monitors establishment of physical security of the HQ and subordinate unit areas by inspection and/or review of recall status reports.</p> <p>e. Briefs commander and S2/S3 on progress of recall.</p> <p>4. Staff sections perform alert functions.</p> <p>a. Designates personnel to staff EOC IAW RSOP.</p> <p>b. Briefs, as required, staff officer/section chiefs on status of recall.</p> <p>5. S2/S3 Section performs deployment alert activities.</p> <p>a. Coordinates with higher HQ staff element for guidance concerning deployment requirements.</p> <p>b. Issues SOIs, authentication tables, operations codes, frequency and call signs to subordinate units.</p> <p>c. Directs units to initiate OPSEC procedures.</p> <p>d. Activates, as designated, guard mount to control access to restricted areas.</p> <p>e. Sends request to S4 Section for maps, if needed.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
f. Establishes secure communications with higher HQ staff elements and/or installation EOC. g. Identifies liaison to higher HQ, as required.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>d. Sets up maps, map overlays, informational displays, and status boards.</p> <p>e. Establishes areas for processing incoming and outgoing messages.</p> <p>f. Establishes commander's work area.</p> <p>g. Establishes commander's briefing area.</p> <p>h. Prepares EOC manning schedule.</p> <p>i. Establishes policy files, records, staff journals, and section workbooks.</p> <p>j. Sets up area access and security IAW the RSOP and security plan.</p> <p>k. Prepares EOC access roster.</p> <p>l. Distributes EOC access roster IAW RSOP and security plan.</p> <p>m. Briefs XO or S2/S3 upon completion of the EOC setup.</p> <p>3. Staff sections set up EOC work areas.</p> <p>a. Positions equipment IAW RSOP.</p> <p>b. Establishes policy files, records, staff journals, and section workbooks.</p> <p>c. Sets up maps and status boards displaying status of deployment operations.</p> <p>d. Sets up briefing area for daily situation briefings.</p> <p>e. Briefs XO or S2/S3 when EOC is operational.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>c. Maintains current maps and overlays depicting all routes and locations that affect the EOC's operation.</p> <p>d. Maintains current journal files that contain material necessary to support all daily EOC and section journal entries.</p> <p>e. Submits deployment readiness reports to appropriate HQ and installation EOC IAW RSOP and commander's guidance, as required.</p> <p>3. EOC monitors movement of subordinate units' equipment to A/SPOE.</p> <p>a. Monitors rail loading and convoy staging activities for compliance with the movement order.</p> <p>b. Maintains communications with each subordinate unit IAW movement order and RSOP.</p> <p>c. Monitor SP, check point, RP, and closing reports from convoy commanders for compliance with movement order.</p> <p>d. Posts subordinate units' movement progress on the situation map.</p> <p>e. Annotates subordinate units' march progress on road movement graphs.</p> <p>f. Provides corrective actions to subordinate units when deviations from movement order occur (speed, interval, route adjustments).</p> <p>g. Provides coordination for emergency support between subordinate units and area support units, based on the type and level of emergency.</p> <p>h. Provides current movement status of subordinate units to the S2/S3 and commander.</p> <p>i. Records closing reports from subordinate units upon receipt.</p> <p>j. Provides final movement report upon receipt of all closing reports to commander and appropriate HQ.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>h. Directs implementation of physical security and OPSEC plans.</p> <p>i. Briefs staff and subordinate units on deployment/redeployment mission IAW AR 220-10.</p> <p>j. Conducts overseas orientation.</p> <p>k. Verifies subordinate commanders clear installation prior to deployment.</p> <p>l. Conducts periodic in-process reviews to monitor preparations for deployment, issue and exchange detailed guidance, refine movement plans, resolve issues, and coordinate support for the deployment.</p> <p>m. Identifies liaison to higher HQ, as required.</p> <p>*2. Executive Officer supervises staff activities.</p> <p>a. Implements commander's directives in staff planning and policy making.</p> <p>b. Assigns staff responsibilities for updating movement plan/order.</p> <p>c. Directs staff sections to provide personnel for deployment/redeployment teams (for example advance party, MSTs, and rear detachment).</p> <p>d. Directs staff sections to provide input for movement plan/order update.</p> <p>e. Formulates staff operating policies.</p> <p>f. Monitors all staff actions for conformity to commander's guidance.</p> <p>g. Coordinates deployment/redeployment mission with subordinate unit commanders.</p> <p>h. Supervises the operations of the EOC/CP.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>*3. Staff officers supervise staff sections.</p> <p>a. Identify all specified and implied tasks that must be accomplished in order to deploy/redeploy by reviewing the movement directive, RSOP, movement plan/order, OPLAN/CONPLANS, and commander's guidance.</p> <p>b. Exchange pertinent information that is relevant to the deployment/redeployment with other staff sections.</p> <p>c. Provide information update(s) to commander and EOC/CP on areas that are critical to the deployment/redeployment mission.</p> <p>d. Direct preparation of input to the S2/S3 Section for the update of plans, orders, and commander's overseas orientation, as required.</p> <p>e. Provide personnel for deployment/redeployment teams, as required.</p> <p>f. Forward deployment/redeployment status reports to appropriate HQ and addressees, as required.</p> <p>g. Forward personnel and logistics reports IAW higher HQ guidance.</p> <p>4. Command Section supervises activities of subordinate units.</p> <p>a. Monitors performance of subordinate elements to ensure required level of proficiency as prescribed in RSOP, plans, policies, directives, and the TSOP.</p> <p>b. Monitors external support to determine overall effectiveness, IAW RSOP.</p> <p>c. Assigns specific tasks to subordinate units, as required.</p> <p>d. Monitors implementation of decisions, directives, and instructions to determine subordinate units' compliance.</p> <p>e. Issues FRAGOs to implement changes to the movement plan/order and annexes, as required.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>*5. Commander and/or XO supervise rear detachment activities.</p> <ul style="list-style-type: none"> a. Appoint rear detachment commander. b. Approve rear detachment staffing. c. Approve rear detachment plan. d. Monitor rear detachment activities for compliance with rear detachment plan. <p>6. S1 Section performs deployment activities.</p> <ul style="list-style-type: none"> a. Coordinates PAO briefings for deploying units. b. Verifies appropriate SIDPERS transactions are input for all deploying soldiers once soldiers have completed SRP processing. c. Coordinates with legal representatives on pending legal actions for deploying soldiers. d. Completes legal actions, as directed by commander. <p>7. Staff sections perform readiness activities.</p> <ul style="list-style-type: none"> a. Identify readiness shortfalls of subordinate units based on current USRs. b. Evaluate subordinate unit's ability to perform mission requirements based on USRs and other status reports required by higher HQ, such as the PERSTAT and LOGSTAT reports. c. Develop plan to correct deficiencies to bring subordinate units to deployment standards. d. Back up all automated systems prior to systems being prepared for movement. e. Brief commander on readiness activities and status of subordinate units. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
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TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

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SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>c. Forwards personnel and equipment requirements for deployment teams to commander and/or XO for approval or modification.</p> <p>d. Incorporates personnel and equipment requirements for deployment teams into updated movement plan/order.</p> <p>3. Staff sections provide input to movement plan/order update.</p> <p>a. Identify internal mission support requirements by reviewing movement directive, deployment information message, commander's guidance, and appropriate CONPLAN/OPLANs.</p> <p>b. Identify external support requirements by reviewing RSOP and status reports from subordinate units.</p> <p>c. Adjust preplanned requirements, as required.</p> <p>d. Verify availability of required support by coordinating with appropriate subordinate elements and installation deployment support organizations.</p> <p>e. Update appropriate staff portions of the movement plan/order, as required.</p> <p>f. Provide updated movement plan/order input to S2/S3 Section.</p> <p>4. S2/3 Section updates movement plan/order.</p> <p>a. Verifies staff input for completeness and compliance with commander's guidance.</p> <p>b. Prepares updated copy of movement plan/order with annexes.</p> <p>c. Forwards draft copy to commander or XO for approval or modification.</p> <p>d. Distributes movement plan/order update IAW movement plan/order distribution list.</p>		

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SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>c. Coordinates SRP processing support with the appropriate HQ.</p> <p>d. Submits SRP processing requests and deploying personnel rosters to SRP processing support organizations IAW RSOP.</p> <p>3. S1 Section publishes SRP processing schedule.</p> <p>a. Verifies SRP processing date and time with installation EOC and appropriate supporting organizations.</p> <p>b. Prepares SRP processing schedule for subordinate units based on coordination with installation EOC and supporting organizations.</p> <p>c. Submits SRP processing schedule to S1 for approval or modification.</p> <p>d. Distributes SRP processing schedule to all appropriate staff sections and subordinate units.</p> <p>4. Staff sections prepare input to commander's overseas orientation.</p> <p>a. Identify mission support requirements by reviewing movement directive, deployment information message, commander's guidance, and appropriate CONPLAN/OPLANs.</p> <p>b. Identify characteristics of theater of operations that impact on unit's mission performance (for example topography, climate, demographics, political stability, medical threat, traditions, and customs).</p> <p>c. Provide commander's overseas orientation input to S2/3 Section.</p> <p>5. S1 Section prepares the commander's overseas orientation.</p> <p>a. Verifies staff input for completeness.</p> <p>b. Prepares commander's overseas orientation briefing and supporting material.</p> <p>c. Forwards overseas orientation briefing material to commander or XO.</p>		

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SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. S1 Section performs personnel screening.</p> <ul style="list-style-type: none"> a. Identifies officer and enlisted personnel attending service schools, TDY, and in authorized leave status. b. Recalls personnel TDY, attending school, and in authorized leave status IAW S1's guidance. c. Reports all unfilled school quotas to higher echelon G1. d. Identifies individual deployability criteria by reviewing deployment message. e. Identifies nondeployable personnel by reviewing personnel records, SRP results, and commander's guidance. f. Prepares deployment personnel status report. g. Forwards list of personnel who have completed the SRP process to S1. h. Briefs S1 on deployment personnel status. <p>3. S1 Section performs cross-leveling of personnel.</p> <ul style="list-style-type: none"> a. Identifies personnel overages and shortages by grade, MOS, and MOS qualification by reviewing personnel status reports. b. Verifies personnel overages and shortages by reviewing subordinate units' personnel status reports. c. Redistributes personnel within the battalion based on S1 and commander's guidance. d. Transfers non-deployment personnel as directed by higher HQ. e. Recalculates personnel overages and shortages by grade, MOS, and MOS qualification. f. Updates SIDPERS records, as required. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>4. S1 Section performs personnel disposition functions.</p> <ul style="list-style-type: none"> a. Forwards copies of movement directive to school commandant(s) for personnel who will join unit in theater upon completion of school. b. Requests disposition instructions for excess and nondeployable personnel from higher echelon G1 Section. c. Reassigns excess and nondeployable personnel IAW higher echelon G1 Section instructions. d. Clears unavailable, nondeployable personnel IAW higher echelon G1 Section instructions. <p>5. S1 Section performs personnel replacement functions.</p> <ul style="list-style-type: none"> a. Submits officer requisitions IAW AR 614-185. b. Submits enlisted requisitions IAW AR 614-200. c. Assigns filler personnel IAW AR 614-185, AR 614-200, and S1 guidance. <p>6. S1 Section provides personnel services support.</p> <ul style="list-style-type: none"> a. Identifies personnel service requirements by reviewing the movement directive, movement plan/order, deployment message, and RSOP. b. Submits requests for personnel services support from the higher echelon G1, as required. c. Coordinates postal support with supporting AG. d. Coordinates for recreational equipment and services with the installation Recreational Services Officer. e. Coordinates Red Cross support with the local ARC office. f. Coordinates religious support with installation chaplain. g. Coordinates press and home town news releases with the installation PAO. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>h. Coordinates disposition of POV and storage of personal property with PMO.</p> <p>i. Appoints subordinate unit Class A agents on the command's orders, as required.</p> <p>j. Closes out unit funds IAW AR 215-1 and the RSOP.</p> <p>k. Provides personnel services input for the movement plan/order to the S2/S3 Section.</p> <p>7. S1 Section provides records management support.</p> <p>a. Identifies personnel records to accompany unit to theater of operations IAW AR 25-400-2.</p> <p>b. Identifies records to be transferred to records holding area.</p> <p>c. Directs units to prepare and maintain abbreviated records IAW AR 600-8-104.</p> <p>d. Provides records management input for the rear detachment plan to the S2/S3 Section.</p>		

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SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>e. Coordinates with the Chief of ACS to conduct or participate in family support briefings IAW installation deployment plan.</p> <p>f. Briefs the S1 on family assistance requirements and available support.</p> <p>3. S1 Section updates family assistance plan.</p> <p>a. Verifies staff input for completeness and compliance with commander's guidance.</p> <p>b. Prepares updated copy of family assistance plan.</p> <p>c. Forwards draft copy to S1 for approval or modification.</p> <p>d. Distributes updated family assistance plan IAW RSOP.</p> <p>4. S1 Section provides support to families.</p> <p>a. Establishes family assistance briefing site and schedules.</p> <p>b. Prepares family assistance information packet detailing available support.</p> <p>c. Conducts family assistance briefings IAW briefing schedule.</p> <p>d. Provides family assistance information packet to families.</p> <p>e. Refers personnel requiring assistance to appropriate agencies.</p> <p>5. Unit Ministry Team representatives perform family assistance activities.</p> <p>a. Communicate with all unit level representatives at least once a week during deployment.</p> <p>b. Conduct FSG meetings with unit level representatives to address family member concerns.</p> <p>c. Disseminate information through FSG channels.</p>		

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SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. S2/S3 Section publishes deployment training schedule.</p> <p style="padding-left: 40px;">a. Coordinates for training support command staff and subordinate units, as required.</p> <p style="padding-left: 40px;">b. Submits training support requests to appropriate installation support agencies IAW RSOP and S2/S3's guidance.</p> <p style="padding-left: 40px;">c. Prepares training schedule for subordinate units based on coordination with supporting organizations.</p> <p style="padding-left: 40px;">d. Submits training schedule to S2/S3 for approval or modification.</p> <p style="padding-left: 40px;">e. Distributes training schedule to appropriate staff sections and subordinate units.</p>		

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SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>e. Provides OPSEC input to appropriate orders and plans.</p> <p>f. Coordinates for an OPSEC sweep of command HQ and subordinate units with installation MI detachment.</p> <p>g. Conducts OPSEC briefings, as required.</p> <p>3. S2/S3 Section provides classified documents and map services.</p> <p>a. Identifies classified documents and map requirements by reviewing requests from subordinate units, RSOP, deployment OPLAN/OPORD, and commander's guidance.</p> <p>b. Submits requisitions for classified documents and maps through appropriate channels.</p> <p>c. Distributes classified documents and maps to staff and subordinate units, as appropriate.</p> <p>d. Requests disposition instructions for classified documents not required from higher echelon G2.</p> <p>e. Publishes policies and procedures for transfer of classified documents IAW higher echelon G2 instructions.</p> <p>f. Maintains accountability of classified documents IAW AR 380-5.</p> <p>4. S2/S3 Section performs personnel security functions.</p> <p>a. Identifies security clearance requirements by reviewing RSOP, deployment OPLAN/OPORD, deployment message, and commander's guidance.</p> <p>b. Verifies security clearance of deploying soldiers.</p> <p>c. Submits request for security clearances to higher echelon G2.</p> <p>d. Provides instructions to subordinate units on the removal of unit patches, badges, and unit insignia on clothing and equipment.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>5. S2/S3 Section implements SIGSEC procedures.</p> <ul style="list-style-type: none"> a. Provides SIGSEC guidance to staff and subordinate units. b. Monitors all methods of unit communications for compliance with SOI/SSI and RSOP. c. Briefs the S2/S3 on SIGSEC activities. <p>6. S2/S3 Section provides intelligence briefings on theater of operations.</p> <ul style="list-style-type: none"> a. Coordinates with commander to identify commander's information requirements. b. Requests current intelligence and background information on the theater of operations from higher echelon G2. c. Conducts analysis of theater of operations by reviewing deployment OPLAN/OPORD and appropriate publications. d. Develops intelligence briefing on theater of operations. e. Submits briefing to S2/S3 for approval or modification. f. Briefs commander, staff, and subordinate units on characteristics of the theater of operations and potential impact on support operations. 		

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OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>i. Directs units to turn in keys to unit buildings and areas to rear detachment commander prior to main body departing.</p> <p>j. Briefs commander and XO on logistics readiness status, as required.</p> <p>2. S4 Section provides supply and services support.</p> <p>a. Identifies special equipment and/or clothing requirements by reviewing movement directive, deployment message, and OPLAN/CONPLAN.</p> <p>b. Coordinates issue of special equipment and/or clothing with higher echelon G4, installation DOL, and appropriate supporting agencies.</p> <p>c. Coordinates emergency calibration of deploying equipment.</p> <p>d. Updates supply requisitions with correct FAD, deployment UICs, and deployment ship to address, as needed.</p> <p>e. Verifies requisitions have been either canceled or updated with a deployment address ten days prior unit deployment.</p> <p>f. Coordinates disposition of excess equipment and clothing with higher echelon G4 and/or installation DOL.</p> <p>g. Submits requisitions for containers, MHE, blocking, bracing, and packing materials to appropriate supporting agencies IAW RSOP.</p> <p>h. Provides disposition instructions for excess equipment and clothing to subordinate units.</p> <p>i. Coordinates pick-up of basic and prescribed loads with higher echelon S4 Section or installation DOL.</p> <p>j. Provides instruction for pick-up of basic and prescribed loads to subordinate units.</p> <p>k. Coordinates POL support for movement to A/SPOE with higher echelon G4 or installation DOL.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>1. Monitors the preparation of basic and prescribed loads for compliance with RSOP, movement plan/order, and commander's guidance.</p> <p>m. Briefs S4, as required.</p> <p>3. S4 Section coordinates cross-leveling of vehicles, equipment, and supplies.</p> <p>a. Identifies shortages and overages by reviewing subordinate unit's vehicle, equipment, and supply status reports.</p> <p>b. Reallocates vehicles, equipment and supplies within the command IAW commander's guidance.</p> <p>c. Submits requisitions for vehicles, equipment, and supplies to higher echelon G4 Section.</p> <p>d. Requests disposition instructions for excess vehicles, equipment, and supplies from higher echelon G4 Section.</p> <p>e. Verifies equipment transactions have been completed and equipment is properly signed for by reviewing property book and unit hand receipts.</p> <p>f. Updates property book, as required.</p> <p>g. Briefs S4, as required.</p> <p>4. S4 Section provides maintenance support.</p> <p>a. Identifies maintenance requirements by reviewing RSOP, status reports from subordinate units, and commander's guidance.</p> <p>b. Provides MST support to subordinate units, as required.</p> <p>c. Coordinates for MST, status of vehicles and equipment in support maintenance, disposition of nondeployable vehicles and equipment, and float equipment support with supporting maintenance activity.</p> <p>d. Provides instructions on the disposition of nondeployable vehicles and equipment, and float equipment support to subordinate units.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>e. Coordinates maintenance support at the A/SPOE MA with supporting installation.</p> <p>f. Submits vehicles and equipment to support maintenance IAW S4 instructions.</p> <p>g. Coordinates maintenance support for movement to A/SPOE with higher echelon G4 or installation DOL.</p> <p>h. Briefs the S4 as required.</p> <p>5. S4 Section provides movement support.</p> <p>a. Identifies transportation requirements by reviewing RSOP, movement plan/order, and subordinate unit AUELs.</p> <p>b. Verifies that subordinate unit personnel and equipment transportation requirements have been submitted and are accurate by coordinating with UMC and reviewing DEL.</p> <p>c. Provides, as required, movement and documentation assistance to subordinate unit UMOs.</p> <p>d. Requests, as required, scales and MHE support from DOL.</p> <p>e. Verifies rail and/or commercial transportation availability and movement schedules for containers and outsize, oversize, or overweight pieces of equipment by coordinating with the UMC.</p> <p>f. Coordinates, as required, convoy clearances and special hauling permits with the ICUMO.</p> <p>g. Submits request(s) for required road march items to supporting supply activity.</p> <p>h. Coordinates subordinate units en route support requirements with UMC until all known requirements are fulfilled.</p> <p>i. Coordinates for return transportation support for command personnel from the SPOE to command area with UMC.</p> <p>j. Coordinates advance party and main body personnel transportation requirements to the APOE with appropriate HQ.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>k. Conducts, as necessary, movement status briefing(s) for the commander, staff, and subordinate commanders.</p> <p>l. Briefs the S4 as required.</p> <p>*6. S4 Section, in coordination with the ICUMO coordinates SPOE MA activities.</p> <p>a. Monitors staging and processing of vehicles and equipment for compliance with movement order, call forward instructions, and supporting installation officials' instructions.</p> <p>b. Resolves vehicle and equipment processing deficiencies by coordinating with supporting installation officials.</p> <p>c. Coordinates disposition of frustrated vehicles and cargo with supporting installation personnel.</p> <p>d. Verifies arrangement for supercargoes by coordinating with port commander's representatives.</p> <p>e. Briefs commander as required.</p>		

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SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>c. Coordinates for movement instructions and documentation support with HHC UMO.</p> <p>d. Identifies DISCOM organization, movement configuration, movement schedule, and ultimate destination by reviewing movement plan/order, subordinate unit DELs, and CONPLAN/OPLANs.</p> <p>e. Identifies planned operational locations and mission support requirements by reviewing CONPLAN/OPLANs.</p> <p>f. Revises advance party plan, as required, in coordination with S2/S3.</p> <p>g. Briefs commander, staff, subordinate unit commanders, and advance party personnel on advance party plan, as required.</p> <p>3. Advance party deploys through APOE to APOD.</p> <p>a. Prepares vehicles for air movement.</p> <p>b. Deploys IAW movement order.</p> <p>c. Performs APOD activities for deployment.</p> <p>4. Advance party coordinates reception of main body.</p> <p>a. Coordinates for arrival schedule and reception of the main body with AACG.</p> <p>b. Coordinates for movement of personnel to the MA with PMCT.</p> <p>c. Coordinate for ship arrival schedule and movement of equipment to TSB with PSA.</p> <p>d. Provides personnel to port commander for movement of equipment from PSA to MA, as required.</p> <p>e. Provides command organization, movement configuration, movement schedule, and ultimate destination to TMCA/MCT.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>f. Coordinates main body logistics and maintenance support requirements with designated supporting organization.</p> <p>g. Briefs commander, staff, and subordinate unit commanders on reception and onward movement plans, as required.</p> <p>5. Advance party coordinates mission operations.</p> <p>a. Provides command organization, movement configuration, movement schedule, and ultimate destination to appropriate HQ.</p> <p>b. Coordinates for current operational and tactical situation with higher echelon Support Operations Section and G2/3.</p> <p>c. Identifies preliminary liaison requirements with supporting and supported activities.</p> <p>d. Briefs commander, staff, and subordinate unit commanders on operational and tactical situation, as required.</p>		

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OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>c. Monitors subordinate unit preparation for convoy operations for compliance with movement order/FRAGO.</p> <p>d. Monitors movement of unit.</p> <p>e. Forwards SP crossing reports, check point times, and closing reports to TMCA/MCT.</p> <p>f. Reports arrival in TAA to higher echelon S2/S3 Section.</p> <p>3. S1 Section coordinates intransit support.</p> <p>a. Coordinates administrative and personnel services support with designated support unit, as required.</p> <p>b. Coordinates medical support with designated medical support unit, as required.</p> <p>c. Briefs commander, staff, and subordinate unit commanders on intransit support.</p> <p>4. S4 Section coordinates MA logistics support.</p> <p>a. Coordinates field feeding and logistics support with designated support unit, as required.</p> <p>b. Provides instructions to subordinate units on inventory, inspection, and property transfer and accountability procedures.</p> <p>c. Identifies maintenance and repair parts requirements by monitoring subordinate unit maintenance status reports.</p> <p>d. Coordinates maintenance and repair parts support with designated support unit, as required.</p> <p>e. Provides instructions to subordinate units on drawing weapons, fuel, ammunition, and supplies required for movement to TAA.</p> <p>f. Briefs commander, staff, and subordinate unit commanders on intransit support.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>*5. S4 Section coordinates movement to TAA.</p> <p>a. Coordinates for detailed movement instructions with TMCA/MCT.</p> <p>b. Provides movement instructions to S2/S3 Section.</p> <p>c. Monitors supporting units AUDEL updates for compliance with movement order and RSOP.</p> <p>d. Monitors vehicle preparation and rail loading operations for compliance with movement instructions, appropriate publications, and commander's guidance.</p> <p>e. Monitors preparation of movement documentation for compliance with appropriate publications and TMCA/MCT instructions.</p> <p>f. Briefs commander, staff, and subordinate unit commanders/UMOs on movement, as required.</p>		

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SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. S4 Section coordinates for rear detachment logistics support.</p> <ul style="list-style-type: none"> a. Identifies logistics support requirements by reviewing the deployment/redeployment movement plan/order, RSOP, rear detachment plan, and commander's guidance. b. Coordinates logistics support with higher echelon G4 Section or installation/theater support organizations. c. Provides copies of property book, document register, and related documentation to the rear detachment commander, as required. d. Provides logistics support input for the rear detachment plan update to the S2/S3 Section. e. Briefs the commander, XO, and rear detachment commander on rear detachment logistics support, as required. <p>3. S2/S3 Section updates rear detachment plan.</p> <ul style="list-style-type: none"> a. Verifies staff input for completeness and compliance with commander's guidance. b. Prepares updated copy of rear detachment plan. c. Forwards draft copy to commander or XO for approval or modification. d. Distributes rear detachment plan update IAW RSOP. <p>4. S2/S3 Section provides rear detachment support.</p> <ul style="list-style-type: none"> a. Requests new classified document access roster and safe access listing for the rear detachment from higher staff elements. b. Coordinates changing of combinations for safes and arms room for the rear detachment with higher staff element. c. Assists rear detachment to ensure all classified material not deployed with unit is properly stored, transferred or destroyed. 		

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OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>g. Briefs rear detachment personnel on available personnel and administrative services and logistics support.</p> <p>h. Monitors family support group activities for compliance with family assistance plan.</p> <p>i. Monitors rear detachment activities for compliance with rear detachment plan.</p> <p>2. Rear detachment provides administrative and logistics support.</p> <p>a. Coordinates SRP processing of late arrivals and/or replacement personnel with DPCA.</p> <p>b. Provides administrative and logistics support to late arrivals and/or replacement personnel the installation AG.</p> <p>c. Redirects mail IAW rear detachment plan.</p> <p>d. Maintains records and files IAW rear detachment plan and appropriate publications.</p> <p>e. Provides assistance to families IAW the family assistance plan, as required.</p> <p>f. Publishes family support chain of command roster for family members.</p> <p>g. Coordinates reassignment of rear detachment personnel with the installation AG.</p> <p>h. Coordinates inspection and disposition of real property with supporting installation agency, as necessary.</p> <p>i. Conducts physical security inspections of facilities and storage areas.</p> <p>j. Reports damage to facilities and storage areas to PMO and installation engineers.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>3. Rear detachment commander coordinates reception at home station.</p> <p>a. Identifies reception requirements by reviewing the RSOP and S2/S3 Section instructions.</p> <p>b. Verifies availability of transportation and intransit support by coordinating with the ITO.</p> <p>c. Identifies planned welcoming ceremonies by coordinating with installation support activities and PAO.</p> <p>d. Coordinates for transportation of dependents to the APOD with ITO, as required.</p> <p>e. Notifies dependents of transportation and reception plans.</p> <p>f. Provides S2/S3 Section information on transportation, intransit support, and welcoming ceremonies.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. S4 Section coordinates reconstitution of vehicles, equipment, and supplies.</p> <p>a. Identifies shortages and overages by reviewing subordinate unit's vehicle, equipment, and supply status reports.</p> <p>b. Reallocates vehicles, equipment and supplies within the command IAW commander's guidance.</p> <p>c. Recalculates shortages and overages.</p> <p>d. Submits requisitions for vehicles, equipment, and supplies to higher echelon G4 Section.</p> <p>e. Requests disposition instructions for excess vehicles, equipment, and supplies from higher echelon Support Operations Office.</p> <p>f. Issues vehicles, equipment, and supplies IAW commander and S4's guidance.</p> <p>g. Provides subordinate units disposition instructions for excess vehicles, equipment, and supplies.</p> <p>h. Updates property book, as required.</p> <p>i. Briefs commander and XO on status of vehicles, equipment, and supplies, as required.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
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TOTAL TASK STEPS EVALUATED							
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SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. S2/S3 Section coordinates staffing for redeployment teams.</p> <ul style="list-style-type: none"> a. Identifies personnel and equipment requirements for redeployment teams by reviewing RSOP, movement plan/order, and commander's guidance. b. Coordinates redeployment teams requirements with staff sections. c. Forwards personnel and equipment requirements for redeployment teams to commander and/or XO for approval or modification. d. Incorporates personnel and equipment requirements for redeployment teams into movement plan/order. <p>3. S2/S3 Section coordinates TAA and RAA physical security requirements.</p> <ul style="list-style-type: none"> a. Identifies TAA and RAA physical security requirements by reviewing TSOP, higher echelon redeployment movement order, and commander's guidance. b. Coordinates physical security support with higher echelon G2/G3 or supporting logistics support organization. c. Coordinates physical security requirements with subordinate units. d. Incorporates TAA and RAA physical security instructions into movement plan/order. <p>4. S2/S3 Section coordinates reception at home station.</p> <ul style="list-style-type: none"> a. Identifies reception requirements by reviewing RSOP, movement plan/order, and commander's guidance. b. Forwards reception requirements and projected personnel movement schedules to home station rear detachment commander. c. Incorporates planned reception arrangements into the movement plan/order. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
5. S2/S3 Section prepares movement plan/order. <ul style="list-style-type: none"> a. Verifies staff input for completeness and compliance with commander's guidance. b. Prepares updated copy of movement plan/order. c. Forwards draft copy to commander or XO for approval or modification. d. Distributes movement plan/order update IAW movement plan/order distribution list. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
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SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>f. Verifies personnel and finance records have been updated by reviewing subordinate units' records.</p> <p>g. Verifies that line of duty investigations are complete prior to redeployment.</p> <p>h. Processes personnel actions, to include evaluation reports and decorations and awards.</p> <p>i. Coordinates rear detachment personnel and administrative services support with higher echelon G1.</p> <p>2. S2/S3 Section coordinates training requirements.</p> <p>a. Identifies training requirements (for example weighing and marking, customs inspections, cleaning of vehicles and equipment, and documentation requirements) by reviewing appropriate HQ redeployment movement order, subordinate unit requests for training support, and commander's guidance.</p> <p>b. Coordinates redeployment training support with higher echelon G2/G3.</p> <p>c. Notifies subordinate units of scheduled training events.</p> <p>d. Monitors scheduled training events for compliance with appropriate publications and commander's guidance.</p> <p>e. Updates training records, as required.</p> <p>3. S4 Section coordinates supply and services support.</p> <p>a. Identifies supply and services support requirements.</p> <p>b. Identifies quantities of supplies on-hand by reviewing subordinate unit supply status reports.</p> <p>c. Identifies supplies due-in by reviewing document registers.</p> <p>d. Identifies excess supplies due-in by comparing supply requirements with quantities on-hand and due-in.</p> <p>e. Cancels requisitions for quantities determined to be excess.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>f. Identifies required supplies arriving after unit is packed for redeployment by coordinating with DS supply organization.</p> <p>g. Verifies requisitions have been either canceled or updated with a redeployment address by reviewing requisitions ten days prior to unit redeployment.</p> <p>h. Submits request to redirect supplies due-in after unit is packed, to higher echelon S4 or supporting supply activity, as needed.</p> <p>i. Coordinates field feeding and services support with designated support unit, as required.</p> <p>j. Designates date/time when internal supply and service support terminates.</p> <p>k. Provides copies of the unit hand receipts and related documentation to OIC of the (theater) rear detachment, as required.</p> <p>l. Coordinates supply and service support for main body and (theater) rear detachment during movement with G4.</p> <p>4. S4 Section coordinates maintenance support.</p> <p>a. Identifies maintenance support requirements by reviewing higher echelon redeployment movement order and commander's guidance.</p> <p>b. Identifies vehicles in organizational and support maintenance by reviewing subordinate units' maintenance status reports.</p> <p>c. Identifies vehicles available for redeployment by coordinating with command and DS maintenance organizations.</p> <p>d. Requests disposition instructions for vehicles and equipment not available for redeployment from G4.</p> <p>e. Tasks subordinate units' maintenance sections to provide MST support in assembly areas, staging areas, and during road movement.</p> <p>f. Designates date/time when organizational maintenance support terminates.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>g. Coordinates maintenance and recovery support beyond subordinate units' capability with G4 or supporting logistics support organization.</p> <p>h. Coordinates vehicle cleaning and support with G4 or supporting logistics support organization.</p> <p>*5. S4 coordinates redeployment movement.</p> <p>a. Identifies redeployment movement requirements by reviewing higher echelon redeployment movement order and commander's guidance.</p> <p>b. Verifies UMD and movement schedules, routes, and location of RAA and staging areas by coordinating with TMCA/MCT.</p> <p>c. Develops milestones for planning, packing, loading, and movement operations IAW higher echelon redeployment movement order and commander's guidance.</p> <p>d. Coordinates customs and USDA inspection support with G4.</p> <p>e. Monitors supporting units AUDEL updates for compliance with redeployment movement order and RSOP.</p> <p>f. Monitors subordinate units preparation of movement, customs, and USDA forms for compliance with redeployment movement order, RSOP, and appropriate publications.</p> <p>g. Monitors supporting units vehicle and equipment preparation and cleaning for compliance with USDA guidance, RSOP, appropriate publications, and commander's guidance.</p> <p>h. Monitors subordinate units customs and USDA inspection results for compliance with appropriate publications.</p> <p>i. Monitors subordinate units movement readiness status for compliance with redeployment movement order and commander's guidance.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
j. Inspects subordinate units movement plans/orders for compliance with redeployment movement order and commander's guidance. k. Briefs commander and/or staff on movement readiness status, as required.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
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SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>c. Coordinates for advance party movement instructions and documentation support with HHC UMO.</p> <p>d. Identifies command organization, movement configuration, movement schedule, and ultimate destination by reviewing movement plan/order and subordinate unit DELs.</p> <p>e. Revises advance party plan, as required, in coordination with S2/S3.</p> <p>f. Briefs, as required, commander, staff, subordinate unit commanders, and advance party personnel on advance party plan.</p> <p>3. Advance party moves through APOE to APOD.</p> <p>a. Prepares, as required, vehicles for air movement.</p> <p>b. Redeploys IAW movement order.</p> <p>c. Performs APOD activities for redeployment.</p> <p>4. Advance party coordinates reception of main body.</p> <p>a. Coordinates main body arrival schedule and reception with AACG.</p> <p>b. Coordinates inspection and processing procedures with USCS and USDA officials.</p> <p>c. Coordinates for movement of personnel to home station with MTMC, supporting ITO, and/or movement control element representatives.</p> <p>d. Provides command organization, movement configuration, movement schedule, and ultimate destination to MTMC representatives, supporting installation representatives, and home station UMC.</p> <p>e. Completes required movement documentation IAW MTMC, supporting ITO, and/or movement control element representatives.</p> <p>f. Coordinates, as required, main body logistics and maintenance support requirements with supporting installation.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
g. Assists home station rear detachment with final coordination for Welcome Home reception activities.		
h. Briefs, as required, commander, staff, and subordinate unit commanders on reception and onward movement plans.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
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OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>e. Directs correction of deficiencies noted during USCS and/or USDA inspections.</p> <p>f. Inspects movement and property accountability documentation to verify accuracy IAW (theater) rear detachment plan and appropriate publications.</p> <p>g. Forwards (theater) rear detachment status reports to command HQ, as required.</p> <p>h. Briefs commander and/or staff of supporting logistics support organization on (theater) rear detachment activities, as required.</p> <p>2. Rear detachment coordinates logistics support.</p> <p>a. Identifies repair parts requirements by reviewing maintenance inspection reports and the document register.</p> <p>b. Identifies supply requirements by conducting inventory of supplies on-hand.</p> <p>c. Forwards requisitions for required supplies and repair parts to supporting logistics support organization.</p> <p>d. Coordinates receipt of supplies and repair parts with the supporting logistics support organization.</p> <p>e. Coordinates field feeding and billeting support with the supporting logistics support organization.</p> <p>3. Rear detachment maintains vehicles and equipment.</p> <p>a. Inspects vehicles and equipment IAW inspection and maintenance schedule.</p> <p>b. Prepares requisitions for repair parts, as required.</p> <p>c. Performs operator and organizational maintenance, as required.</p> <p>d. Coordinates MST support with supporting logistics support organization.</p> <p>e. Cleans vehicles to meet USDA requirements.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>4. Rear detachment coordinates movement of vehicles, equipment, and personnel.</p> <p style="padding-left: 40px;">a. Coordinates processing of vehicles and equipment for movement to the SPOE with TMCA/PMCT and PSA.</p> <p style="padding-left: 40px;">b. Coordinates redeployment of personnel and processing procedures with TMCA/PMCT and DACG.</p> <p style="padding-left: 40px;">c. Monitors customs and USDA inspections for compliance with the redeployment movement order and appropriate publications.</p> <p style="padding-left: 40px;">d. Monitors joint PSA inspection to ensure vehicles and equipment meet requirements for strategic sealift.</p> <p style="padding-left: 40px;">e. Processes vehicles and equipment for movement to the SPOE.</p> <p style="padding-left: 40px;">f. Redeploys personnel IAW TMCA/PMCT and DACG instructions.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
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SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. S1 Section performs post deployment activities.</p> <ul style="list-style-type: none"> a. Coordinates personal affairs briefings, such as family and stress briefings. b. Retrieves records stored prior to deployment. c. Verifies records have been updated with deployment information and appropriate personnel actions by reviewing records of deployed soldiers. d. Processes SIDPERS transactions for redeploying soldiers, if required. e. Coordinates Welcome Home activities for (theater) rear detachment personnel. <p>3. S4 Section coordinates reception of rear detachment.</p> <ul style="list-style-type: none"> a. Coordinates transportation support for (theater) rear detachment personnel with ITO. b. Verifies arrival schedule and processing requirements by coordinating with AACG. c. Resolves inspection and processing deficiencies by coordinating with MTMC, USCS, and USDA officials. d. Briefs commander and XO on status of (theater) rear detachment reception. <p>4. S4 Section coordinates reception of equipment at SPOE.</p> <ul style="list-style-type: none"> a. Identifies transportation requirements by reviewing RSOP, redeployment movement order, and subordinate unit DELs. b. Verifies rail and/or commercial transportation availability and schedules for containers and outsize, oversize, or overweight pieces of equipment by coordinating with the UMC. c. Coordinates for convoy clearances with the UMC, as required. d. Submits request(s) for required road march items to supporting supply activity. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>e. Coordinates subordinate units en route support requirements with UMC until all known requirements are fulfilled.</p> <p>f. Coordinates transportation support for command personnel to the SPOD with the UMC.</p> <p>g. Conducts movement status briefing(s) for the commander, staff, and subordinate commanders, as necessary.</p> <p>*5. S4 coordinates SPOD MA activities.</p> <p>a. Monitors inventory, inspection, processing, and staging of vehicles and equipment for compliance with movement instructions; convoy clearances; and MTMC and PSA officials' instructions.</p> <p>b. Resolves vehicle and equipment inspection and processing deficiencies by coordinating with PSA, USCS, and USDA officials.</p> <p>c. Coordinates disposition of nonoperational vehicles with supporting installation personnel.</p> <p>d. Reports SPOD status by telephone or radio to S2/S3 Section, as appropriate.</p> <p>e. Provides SP crossing report by telephone or radio to S2/S3 Section, as appropriate.</p> <p>6. S4 Section monitors stand-down of vehicles, equipment, and weapons.</p> <p>a. Monitors inventory and maintenance status of vehicles, equipment, and weapons for compliance with maintenance SOP, appropriate publications, and commander's guidance.</p> <p>b. Provides vehicle and equipment technical inspection and excess equipment instructions to subordinate units.</p> <p>c. Monitors vehicle and equipment turn-in for compliance with appropriate publications and S4 instructions.</p> <p>d. Briefs commander and XO on status of vehicles, equipment, and weapons.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
7. S2/S3 Section drafts after-action report. <ul style="list-style-type: none"> a. Verifies staff and subordinate unit input for completeness and compliance with commander's guidance. b. Prepares after-action report. c. Forwards draft copy to commander or XO for approval or modification. d. Distributes after-action report IAW commander's guidance. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
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SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. S2/S3 Section completes integration actions.</p> <ul style="list-style-type: none"> a. Enters tactical communication net. b. Establishes command TOC. c. Integrates unit into TAA security plan. d. Directs stationing of subordinate units within assigned area. e. Clarifies operational mission parameters with gaining command. f. Assists subordinate units in correcting readiness deficiencies. g. Submits required reports to gaining command. h. Conducts training as directed by gaining command. <p>3. S1 Section performs integration activities.</p> <ul style="list-style-type: none"> a. Submits consolidated personnel status report to higher HQ. b. Monitors status of soldiers with a special status, such as sick or injured. c. Requests replacements, as needed. d. Coordinates medical, personnel, religious, MWR, and finance support. <p>4. S4 Section performs integration activities.</p> <ul style="list-style-type: none"> a. Establishes direct support relationships with various support elements in the support structure to include supply, field services, automation maintenance and maintenance. b. Provides subordinate units CSS support information, to include location of supply and maintenance points, field service support information, and procedures for resupply. c. Submits logistics status report in format directed by gaining command. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>5. S6 Section or Communications Branch, as applicable, performs communications integration activities.</p> <p>a. Establishes direct support relationship with gaining command for COMSEC and CCI activities.</p> <p>b. Installs, operates, and maintains communications equipment.</p> <p>c. Establishes and operates battalion NCS.</p> <p>d. Ensures communications linkup with higher, adjacent, and supported commands.</p> <p>e. Selects signal sites and provides advice on interference problems.</p>		

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SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>*2. XO coordinates staff planning.</p> <ul style="list-style-type: none"> a. Implements commander's directives in staff planning and policy making. b. Assigns staff responsibilities for updating movement/deployment plans. c. Monitors all staff actions for conformity to commander's guidance. d. Coordinates deployment mission with subordinate unit commanders. e. Coordinates update of RSOP and TSOP. f. Consolidates input from staff sections for commander's briefing. <p>3. S2/S3 Section analyzes mission.</p> <ul style="list-style-type: none"> a. Identifies specified and implied tasks in the OPLAN. b. Identifies documented policies and procedures. c. Coordinates mission parameters and details with higher HQ. d. Coordinates with S1 Section for personnel analysis of mission. e. Coordinates with S4 Section for logistics and movement analysis of missions. f. Updates command HQ OPLAN. g. Maintains current maps and overlays for all missions for subordinate units. h. Approves MOBPLANS (RC) for subordinate units. i. Briefs commander and staff on deployment mission. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>4. Staff conducts readiness review of subordinate units.</p> <ul style="list-style-type: none"> a. Performs personnel readiness review. b. Performs logistics readiness review. c. Performs OPSEC readiness review. d. Identifies readiness issues. e. Provides recommendations to improve readiness. f. Updates command RSOP and TSOP. g. Coordinates with supporting active duty readiness organization for support (RC). <p>5. S2/S3 Section validates MOBPLAN (RC).</p> <ul style="list-style-type: none"> a. Verifies mission is current. b. Updates MOBPLAN. c. Confirms annex information is correct. d. Coordinates with S4 for review of logistics portions of plan. <p>NOTE: MOBPLAN is updates annually, or whenever a change occurs in unit mission or structure.</p> <p>6. S4 Section validates deployment plans.</p> <ul style="list-style-type: none"> a. Maintains movement plans for all modes of transportation for the command. b. Validates equipment status. c. Validates AUDEL for subordinate units. d. Coordinates for S2/S3 review of subordinate units and command movement plans. e. Verifies logistics annexes of MOBPLAN (RC). 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>7. Staff officers supervise staff sections.</p> <p>a. Direct sections to update RSOP, TSOP, movement plan/order, OPLAN/CONPLAN, and commander's guidance annually or whenever changes in unit mission or structure dictate.</p> <p>b. Verify section input for annual commander's mobilization brief.</p> <p>c. Direct preparation of input to the S2/S3 Section for the update of plans, orders, and commander's brief, as required.</p> <p>d. Identify section requirements for deployment verification checklist.</p>		

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SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. S2/3 Section prepares the NBC defense plan.</p> <p>a. Establishes procedures and measures that reduce unit vulnerability through terrain shielding and increased protective measures.</p> <p>b. Provides recommendations on positioning of subordinate elements to accomplish the support mission.</p> <p>c. Specifies levels of protection that correspond with the NBC threat, including MOPP levels.</p> <p>d. Establishes procedures for receiving and submitting reports on threat use of NBC weapons, if different from those in the TSOP.</p> <p>e. Develops monitoring and survey plans that establish policies and procedures for subordinate elements' survey, monitor, and decontamination teams' operations.</p> <p>f. Develops personnel, equipment, and CSS site decontamination plan that establishes priorities for decontamination in coordination with the S4 Section and RCPOC.</p> <p>g. Establishes coordination procedures for requesting additional support.</p> <p>h. Provides commander's radiation exposure guidance.</p> <p>i. Establishes nuclear and chemical medical evacuation and treatment support procedures.</p> <p>j. Establishes alternate methods and levels of CSS.</p> <p>k. Consolidates NBC information into appropriate format IAW the TSOP.</p> <p>l. Forwards the NBC defense plan to the S2/3 for approval or modification.</p> <p>m. Disseminates the NBC defense plan to all appropriate staff sections and subordinate units, using appropriate communications devices/methods.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>3. S2/3 Section prepares the OPSEC Plan.</p> <ul style="list-style-type: none"> a. Identifies established policies and procedures in the TSOP. b. Identifies threat intelligence collection capabilities. c. Identifies EEFI indicators that affect or compromise intelligence information. d. Identifies all countermeasures and deception requirements, including defense against DE devices. e. Transcribes required information from higher HQ OPSEC annexes to the OPLAN. f. Consolidates OPSEC information into appropriate format IAW the TSOP. g. Forwards draft OPSEC plan to the S2/3 Officer for approval or modification. h. Disseminates OPSEC plan to all staff sections and subordinate elements, using appropriate communications devices/methods. 		

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SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>f. Selects target reference points in coordination with the RCPOC and designated fire support element.</p> <p>g. Prioritizes defense of CSS facilities in coordination with the RCPOC.</p> <p>h. Develops fire support request and coordination measures in coordination with the RCPOC and designated fire support element.</p> <p>i. Maintains situational awareness at all times using appropriate BFACS.</p> <p>2. S2/3 personnel develop mobility and countermobility plan for the base cluster.</p> <p>a. Identify all obstacle constraints and restrictions in the RCPOC plan.</p> <p>b. Identify all possible obstacles by location and type.</p> <p>c. Identify all available obstacle assets.</p> <p>d. Coordinate additional support requirements with RCPOC, Support Operations Section, and supporting engineer element, using appropriate BFACS.</p> <p>3. S2/3 personnel develop air defense plan.</p> <p>a. Identify all established air defense policies and procedures in the OPLAN and the TSOP.</p> <p>b. Identify probable air avenues of approach in coordination with the RCPOC.</p> <p>c. Establish air defense priorities for designated areas and facilities in coordination with RCPOC and air defense elements.</p> <p>d. Establish air defense assistance coordination measures, using appropriate BFACS.</p> <p>e. Establish air defense warning signals, if different than those set forth in TSOP.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>4. S2/3 personnel develop base cluster response force plan.</p> <ul style="list-style-type: none"> a. Identify response force composition and requirements in the TSOP. b. Revise response force structure and subordinate elements' taskings as dictated by current tactical situation. c. Identify assembly point location(s). d. Coordinate additional equipment/supply requirements with the S4 Section. e. Develop response force training plan. f. Task subordinate elements to provide required personnel and equipment for response force based on present for duty strength and current missions. g. Maintain situational awareness at all times using appropriate BFACS. <p>5. S6 develops analog and digital communications plan for the base cluster elements.</p> <p>NOTE: If there is no S6, this subtask will be performed by the Communications Branch, S2/3 Section.</p> <ul style="list-style-type: none"> a. Develops intrabase cluster communications plan that encompasses all units located within the area of responsibility. b. Develops external communications plan that interfaces with RCPOC, higher command, and fire and air support elements. c. Designates base cluster operations call signs, frequencies, and procedures. d. Coordinates overall communications plan with supporting signal element and RCPOC, using appropriate BFACS. e. Establishes a messenger system with runner as a backup communications system. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>6. S4 and S1 Sections develop logistics plan for base cluster operations.</p> <ul style="list-style-type: none"> a. Calculate tentative logistics requirements for response force and external reaction forces. b. Designates responsibility for resupply of equipment and supplies (including Class VIII) to specific subordinate elements. c. Coordinates medical treatment and evacuation plan with the medical support elements, using appropriate BFACS. <p>7. Plans and Intelligence Branch coordinates base cluster operations for command elements in other areas of responsibility.</p> <ul style="list-style-type: none"> a. Coordinates subordinate units' responsibilities with the base cluster operations element responsible for that area, using appropriate BFACS, radio, or wire. b. Coordinates base cluster operations policies, procedures, and reports for units outside command's area of responsibilities. <p>8. S2/3 Section and S4 Section develop ADC plan.</p> <ul style="list-style-type: none"> a. Identify all established policies and procedures in OPLAN and the TSOP. b. Calculate probable ADC requirements in the area of responsibility. c. Identify current ADC assets within the command in coordination with the RCPOC. d. Coordinate additional support requirements with the G4 Section, using appropriate BFACS, radio, or wire. e. Assign specific functions to all subordinate elements IAW TSOP. f. Coordinate ADC plans and procedures with the RCPOC and supporting MP unit, using appropriate BFACS, radio, or wire. g. Coordinate ADC priorities with the RCPOC and G3 and G4 Sections, using appropriate BFACS, radio, or wire. h. Identify alternate operational sites or alert sites in coordination with the RCPOC. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
i. Establish warning or alert system, if different from TSOP. j. Develop ADC training and rehearsal plan. 9. S2/3 personnel prepare and distribute base cluster operations annex. a. Consolidate input into appropriate format IAW FM 101-5 and TSOP. b. Coordinate draft base cluster operations annex with all other staff sections. c. Forward draft base cluster operations annex to operations channels for approval or modification. d. Distribute annex to all appropriate staff sections, subordinate units, and the RCPOC, using appropriate BFACS.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS		
Task Number	Task Title	References
061-283-1002	Locate a Target by Grid Coordinates	STP 10-92M14-SM-TG STP 21-24-SMCT
061-283-6003	Adjust Indirect Fire	STP 10-92M14-SM-TG STP 21-24-SMCT

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>g. Directs revision of customer lists as driven by changing requirements, workloads, and priorities using BFACS, radio, or wire.</p> <p>h. Supervises coordination of weapons system replacement missions as directed by the G4.</p> <p>i. Monitors in transit visibility of sustainment resources in and outbound using BFACS and movement tracking systems, to ensure efficient response to supported command's directions.</p> <p>j. Supervises maintenance of the logistics analog/digital situation map(s).</p> <p>k. Supervises preparation and submission of subordinate units' terrain requirement data to the RCPOC using BFACS, radio, or wire.</p> <p>l. Monitors operations of the logistics area of the LOC to ensure compliance with service support annex and commander's guidance.</p> <p>m. Supervises logistics contingency planning.</p> <p>n. Assigns liaison personnel to supported units, as required.</p> <p>o. Provides operational briefings to the commander, as required, that provide actual status of logistics support to the supported units.</p> <p>p. Maintains situational awareness, at all times, using appropriate BFACS.</p> <p>q. Identify critical logistics items or services for inclusion into the Commander's Tracked Items List.</p> <p>r. Coordinates additional logistics support from EAD as required.</p> <p>2. Support Operation personnel coordinates logistics support within area of responsibility.</p> <p>a. Maintain current analog/digital situation map(s) with all unit and facility locations posted within 50 meters.</p> <p>b. Maintain current customer list that reflects changing requirements, workloads, and priorities of tactical operations.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>c. Maintain current logistics support overlay that shows locations of logistics facilities and their hours of operations.</p> <p>d. Monitor CSSCS reports from subordinate units to determine if requirements exceeds capabilities.</p> <p>e. Coordinate redistribution of stock and/or assets to accommodate changing requirements and priorities.</p> <p>f. Coordinate stock status projections with Support Operations Section commodity managers.</p> <p>g. Disseminate logistics mission changes to subordinate units, using appropriate BFACS.</p> <p>h. Maintain a current mission essential item chart, which reflects short supply items, command controlled items, and current equipment combat losses.</p> <p>i. Coordinate reorganization requirements with G3 Section and supported units.</p> <p>j. Maintain total asset and in transit visibility of the distribution pipeline at all times using appropriate BFACS, logistics and CHS STAMIS, radio, or wire.</p> <p>k. Monitor status of all items on the Commander's Tracked Items List.</p> <p>3. Support Operations Officer supervises weapons system replacement missions assigned by supported command.</p> <p>a. Coordinates weapon system replacement linkup at the designated subordinate unit(s).</p> <p>b. Coordinates crew replacement with the replacement-regulating element based on replacement requirements identified in SIDPERS reports, using appropriate BFACS, radio or wire.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>4. Support Operations Officer prepares FRAGO to service support order.</p> <ul style="list-style-type: none"> a. Prepares the operational changes as specified based on supplemental information. b. Completes the message IAW TSOP and within the time specified by commander or S2/3's guidance. c. Forwards draft FRAGO to S2/3 element for review. d. Forwards FRAGO to S2/3 Officer for final approval. e. Coordinates with S2/3 for distribution of FRAGO to all affected elements, using appropriate means such as BFACS or messenger. <p>5. Support Operations personnel maintain branch and section workbooks.</p> <p>NOTE: Branch and section workbooks may vary in format based on TSOPs and the availability of automation tools.</p> <ul style="list-style-type: none"> a. Annotate information from incoming messages and reports under appropriate heading and cross-reference. b. Annotate in "Remarks" informal evaluation of the information, as required. c. Delete all obsolete information from workbook. d. Format workbook IAW TSOP. <p>6. Support Operations personnel maintain branch and section daily staff journal and journal files.</p> <p>NOTE: Branch and section daily staff journal and journal files may vary in format based on TSOPs and the availability of automation tools.</p> <ul style="list-style-type: none"> a. Post all entries as prescribed by TSOP. b. Post data immediately upon receipt or dispatch or occurrences of events. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>c. Describe accurately and concisely information or event(s) that have occurred.</p> <p>d. Specific actions taken upon receipt or dispatch of information.</p> <p>e. Maintain current file that contains material necessary to support entries in the daily staff journal.</p> <p>7. Support Operations Officer coordinates internal logistics system support with S1 and S4.</p> <p>a. Maintains current status of subordinate units' personnel strengths that directly affect the support mission.</p> <p>b. Maintains current status of subordinate elements' supplies and equipment operational readiness that directly affect the support mission.</p> <p>8. Support Operations Officer monitors tactical situation.</p> <p>a. Monitors tactical situations for indications that may affect logistics mission accomplishment.</p> <p>b. Identifies base locations for repositioning based on tactical situation in coordination with S2/3 Section and RCPOC.</p> <p>c. Monitors NBC implications on current operations.</p> <p>d. Maintains situational awareness at all times using appropriate BFACS, radio, or wire.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. S6 Officer directs the maintenance of all analog and digital communications systems.</p> <p>NOTE: In some TO&Es, this subtask will be performed by the Communications Branch Chief, S2/3 Section.</p> <ul style="list-style-type: none"> a. Directs the systematic monitoring of all radio networks in order of priority as specified in the OPORD and TSOP. b. Supervises personnel who operate the command NCS IAW TSOP, OPORD, and SOI. c. Develops and disseminates alternate communications plan for implementation when established methods are disrupted or failed. d. Ensures the maintenance of local area networks. e. Issues passwords. f. Directs the installation of mission-related software. g. Directs the installation of antivirus software. <p>3. S2/3 Plans and Intelligence Branch disseminates intelligence and weather information.</p> <ul style="list-style-type: none"> a. Inspects intelligence summaries and reports for pertinency to operations and security. b. Inspects weather reports for data that could have significant effects on the command's security. c. Forwards pertinent intelligence and weather information to all subordinate elements using BFACS, radio, or wire. <p>4. S2/3 Plans and Intelligence Branch supervises command's participation in the higher headquarters OPSEC plan.</p> <ul style="list-style-type: none"> a. Disseminates supported command's countermeasure requirements to all subordinate units and logistics elements operating in the AO. b. Supervises implementation of countermeasures to overcome threat capabilities in signal and human intelligence and imagery collection. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>c. Inspects command's subordinate units' positions for OPSEC effectiveness.</p> <p>d. Provides feedback reports to the operational and intelligence channels on activities that affect OPSEC measures.</p> <p>5. S2/3 Plans and Intelligence Branch coordinate NBC defense activities.</p> <p>a. Disseminate supported unit NBC data that pertains to supporting CSS units operating in the area of responsibility.</p> <p>b. Supervise the command's NBC defense preparations as directed by the G3 or unit commander.</p> <p>6. S2/3 Plans and Intelligence Branch perform tactical support area duties.</p> <p>a. Maintain current staff journal(s) and entries IAW current command policy and the TSOP.</p> <p>b. Maintain current operational maps and overlays depicting all friendly and threat locations that affect the command's CSS operations.</p> <p>NOTE: All entries are posted within 50 meters of actual location.</p> <p>c. Maintain section workbook(s) that contain incoming messages and reports under the appropriate heading and cross-references.</p> <p>d. Maintain current journal files that contain material necessary to support all daily staff journal entries.</p> <p>e. Maintain current NBC situation maps and overlays.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

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SUPPORTING INDIVIDUAL TASKS		
Task Number	Task Title	References
031-503-3008	Implement Mission-Oriented Protective Posture	STP 10-92M14-SM-TG STP 21-24-SMCT

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. S2/3 Section implements OPSEC plan.</p> <ul style="list-style-type: none"> a. Implements OPSEC policies and procedures to overcome or neutralize the threat's collective threat in the areas of communication, intelligence, logistics, and administrative actions. b. Enforces COMSEC measures to deny friendly information to the enemy by telecommunication means. c. Enforces ELSEC measures to protect electromagnetic transmissions from threat identification or location. d. Enforces TEMPEST controls to render enemy detection devices ineffective. e. Enforces ECCM to ensure the receipt and transmission of information essential to mission accomplishment is not disrupted. f. Enforces information security measures to prevent compromise of classified and nonclassified information. g. Enforces physical security measures to prevent espionage, sabotage, or theft at command and control or support facilities. <p>3. S2/3 Section provides feedback on status of OPSEC program.</p> <ul style="list-style-type: none"> a. Inspects subordinate units' positions for OPSEC effectiveness. b. Inspects camouflage and concealment measures for compliance with TSOP, OPORD, and current tactical situation. c. Identifies OPSEC weakness and recommended corrections by continuously reviewing OPSEC updates. d. Coordinates additional support requirements with the G2 and RCPOC using BFACS. e. Provides feedback report to commander, staff, and subordinate elements on activities that affect OPSEC measures using BFACS, radio, or wire. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>h. Coordinates additional augmentees and decontamination support with the supported command G3 or higher headquarters G3, to include smoke and NBC decontamination support.</p> <p>i. Develops NBC defense item consumption plan for increased demand.</p> <p>j. Develops personnel, equipment, and facilities decontamination plan.</p> <p>k. Disseminates NBC defense plan to all subordinate elements using BFACS, radio, or wire.</p> <p>2. S2/3 Section directs preparation for NBC defense.</p> <p>a. Identifies backup command and control procedures.</p> <p>b. Alerts all NBC defense teams and subordinate elements of impending or actual attack using BFACS, radio, or wire.</p> <p>c. Maintains NBC analog and digital situation map(s) to include potential enemy NBC targets, decontamination site overlays, and predicted contamination overlay.</p> <p>d. Directs periodic monitoring by subordinate elements of their assigned areas.</p> <p>e. Directs appropriate MOPP level.</p> <p>f. Directs preparation for receiving NBC decontamination augmentations.</p> <p>g. Directs redeployment elements and facilities.</p> <p>3. S2/3 Section directs response to initial effects of NBC attack.</p> <p>a. Revises MOPP level as necessary.</p> <p>b. Alerts higher, lower, adjacent units of imminent attack using BFACS, radio, or wire.</p> <p>c. Reestablishes chains of command and communication, as required.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>d. Assesses damage to equipment and facilities by analyzing reports from subordinate elements for forwarding to RCPOC and main CP.</p> <p>e. Coordinates assistance for subordinate elements with G3 and RCPOC using BFACS, radio, or wire.</p> <p>f. Alerts mortuary affairs and EPW collection points and aid stations of NBC hazards using BFACS, radio, or wire.</p> <p>g. Forwards NBC 1 and subsequent NBC 1 reports to G3 channels and RCPOC using BFACS, radio, or wire.</p> <p>h. Computes yield and ground zero location.</p> <p>i. Prepares downwind hazard prediction.</p> <p>j. Prepares simplified fallout prediction.</p> <p>k. Forwards NBC 6 report to G3 channels and RCPOC, as appropriate.</p> <p>l. Provides current status of augmented chemical unit employment, protective measures, and MOPP and OEG implementation to the higher HQs staff.</p> <p>4. S2/3 Section directs response to residual effects of NBC attack.</p> <p>a. Plots NBC 4 report on digital and analog situation maps.</p> <p>b. Forwards NBC 4 report to supported command's G3, the RCPOC, and higher-level command's G3 using BFACS, radio, or wire.</p> <p>c. Maintains radiation exposure status.</p> <p>d. Prepares contamination overlay(s).</p> <p>e. Predicts contamination duration period.</p> <p>f. Plots NBC 3 report on situation map.</p> <p>g. Briefs NBC implications to unit commander and staff.</p> <p>h. Lists restoration decontamination requirements.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>i. Recommends survey requirements to internal staff or command elements and higher HQs NBC element.</p> <p>j. Coordinates for replacement of chemical personnel and mass casualty handling procedures with the S1 Section.</p> <p>k. Coordinates clearing of obstacles with the higher HQs engineer section and the RCPOC.</p> <p>l. Directs appropriate MOPP level.</p> <p>m. Coordinates acquisition, storage, and issue of NBC equipment and supplies with the S4 Section.</p> <p>n. Develops NBC defense contingency plan.</p> <p>o. Provides current status of augmented chemical unit employment, protective measures, and MOPP and OEG implementation to the higher HQs staff.</p> <p>5. S2/3 Section directs preparation for a friendly NBC strike.</p> <p>a. Disseminates STRIKEWARN message to all subordinate elements using BFACS, radio, or wire.</p> <p>b. Provides current situation briefing to the unit commander.</p> <p>c. Implement NBC defense protective measures.</p> <p>6. S2/3 Section directs radiological and chemical surveys.</p> <p>a. Selects survey techniques IAW FM 3-4.</p> <p>b. Tasks units to provide team(s).</p> <p>c. Formulates turnback dose and dose rates.</p> <p>d. Prepares overlays and/or strip maps to destination point(s).</p> <p>e. Briefs survey team(s) on current situation and information requirements.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>f. Recommends COA to S2/3 after analyzing survey team(s) data.</p> <p>g. Lists decontamination requirements.</p> <p>7. S2/3 Section directs radiological and chemical decontamination.</p> <p>a. Identifies degree and extent of hazard(s).</p> <p>b. Establishes an acceptable level of decontamination IAW commander's guidance.</p> <p>c. Directs MOPP gear exchange.</p> <p>d. Identifies areas and facilities for sustainment decontamination.</p> <p>e. Supervises marking of contaminated runoff areas.</p> <p>f. Updates HQ and subordinate units' radiation status.</p> <p>g. Requests replenishment of NBC decontamination equipment and supplies from S4 or G4 Section, as appropriate.</p> <p>8. S2/3 Section coordinates operational decontamination.</p> <p>a. Directs PMCS before-operations checks on vehicles and equipment.</p> <p>b. Identifies contaminated locations and routes to be taken.</p> <p>c. Coordinates set up assistance with subordinate units and site supervisor.</p> <p>d. Forwards SITREP to appropriate higher-level or supported unit HQ G3 and RCPOC using BFACS, radio, or wire.</p> <p>9. S2/3 Section coordinates for thorough decontamination.</p> <p>a. Coordinates additional support with higher-level or supported unit HQ G3 and RCPOC using BFACS, radio, or wire.</p> <p>b. Coordinates with S4 or G4, as appropriate, and Support Operations personnel for decontamination priorities of logistics and other CSS facilities.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
c. Directs NBC augmentations to designated area. d. Monitors decontamination operations to ensure priority guidance is being followed. e. Provides decontamination status updates to the commander and RCPOC.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>3. S2/3 Office/Section coordinates base cluster response.</p> <p>a. Establishes security level consistent with threat size and equipment.</p> <p>b. Forwards SITREP to the G3 and RAOC as situation changes using appropriate BFACS, radio, or wire.</p> <p>c. Reports current situation to subordinate units as soon as situation changes using appropriate BFACS, radio, or wire.</p> <p>d. Recalls isolated support elements to predetermined defensive positions within the base cluster.</p> <p>e. Assembles internal response forces at predesignated rally points as prescribed by defense plan.</p> <p>f. Coordinates internal response force commitment with the unit's higher HQ G3 section and RAOC using appropriate BFACS, radio, or wire.</p> <p>g. Directs internal response force maneuvers to delay and deny the threat penetration into established lines.</p> <p>h. Coordinates MP, CAS, and preplanned indirect fire support with the unit's higher HQ G3 section and RAOC using appropriate BFACS, radio, or wire.</p> <p>i. Identifies projected degradation levels within the unit in coordination with G4 channels and all major customer units.</p> <p>j. Forwards identified degradation levels to G4 channels using appropriate BFACS, radio, or wire.</p> <p>k. Maintains current situation maps showing current locations of all friendly and threat forces.</p> <p>l. Coordinates additional security requirements for movement of logistics and CHS through affected areas with the unit's higher HQ G3 section and RAOC using appropriate BFACS, radio or wire.</p> <p>m. Coordinates threat NBC activities with the unit's higher HQ G3 section and RAOC using appropriate BFACS, radio, or wire.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>n. Makes recommendations to the higher HQ commander on partial or total suspension of all logistics functions until threat is driven from the AO or units are relieved by the MPs or TCF.</p> <p>o. Directs repositioning of units in base cluster(s) for better defensive position that is consistent with the tactical situation.</p> <p>p. Downgrades security level as the threat is driven from area or defeated.</p> <p>4. S2/3 Office/Section supervises reorganization of base cluster defense.</p> <p>a. Performs damage assessment of area of responsibility by reviewing SITREPs from cluster subelements.</p> <p>b. Directs, as required, cluster defense plan adjustments.</p> <p>c. Coordinates base cluster resupply plan with the unit's higher HQ S4, Support Operations Office, and RAOC.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

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SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. S2/S3 Section coordinates motor transport support (STP 55-88II-MQS: 01-7320.70-0435, 01-7320.70-0480, 01-7320.75-0525).</p> <ul style="list-style-type: none"> a. Monitor operational reports to ensure assets are committed based on established priorities and directives. b. Coordinate adjustments in transport support based on workload and capabilities with subordinate battalions. c. Coordinate with COSCOM ACofS, SOTI/TRANSCOM ACofS, SPO for HN/allied forces transport support as required. d. Coordinate movement planning and implementation with COSCOM ACofS, SOTI/TRANSCOM ACofS, SPO. e. Provide motor transport status updates to S2/S3. <p>3. S2/S3 Section coordinates rail transport support (STP 55-88II-MQS: 01-7320.80-0540).</p> <ul style="list-style-type: none"> a. Monitor rail operations to ensure assets are committed based on established directives and priorities. b. Coordinate rail schedules with COSCOM ACofS, SOTI/TRANSCOM ACofS, SPO. c. Coordinate with COSCOM ACofS, SOTI/TRANSCOM ACofS, SPO for HN/allied forces support, as required. d. Coordinate rail support with appropriate MCB/MCT. e. Coordinate with COSCOM/TRANSCOM engineer office for maintenance support for rail system, if required. f. Provide records and reports to S2/S3. <p>4. S2/S3 Section coordinates watercraft transport support (STP 55-88II-MQS: 01-7320.80-0550).</p> <ul style="list-style-type: none"> a. Monitor watercraft operations to ensure assets are committed based on established directives and priorities. b. Coordinate watercraft schedules with COSCOM ACofS, SOTI/TRANSCOM ACofS, SPO. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>c. Coordinate with COSCOM ACofS, SOTI/TRANSCOM ACofS, SPO for HN/allied forces support, as required.</p> <p>d. Coordinate watercraft support with appropriate MCC/MCT.</p> <p>e. Coordinate with COSCOM ACofS, SVCS/TRANSCOM ACofS, MAT for maintenance support for watercraft system, if required.</p> <p>f. Provide records and reports to S2/S3.</p> <p>5. S2/S3 Section coordinates surface transport in NBC environment.</p> <p>a. Request information on contaminated routes/areas from COSCOM ACofS, SOTI/TRANSCOM ACofS, SPO.</p> <p>b. Provide impact of NBC contamination on transport capability to S2/S3.</p> <p>c. Coordinate decontamination support with COSCOM ACofS, SOTI/TRANSCOM ACofS, SPO.</p> <p>d. Coordinate with subordinate units regarding contaminated routes/areas.</p> <p>e. Coordinate delivery or disposition or decontamination of contaminated cargo with COSCOM ACofS, SOTI/TRANSCOM ACofS, SPO.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

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SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. S2/S3 Section coordinates terminal operations (STP 55-88II-MQS: 01-7320.90-0570, 01-7220.90-0360, 01-7220.90-0375).</p> <p>a. Coordinate terminal operations with subordinate battalions and COSCOM ACofS, SOTI/TRANSCOM ACofS, SPO.</p> <p>b. Coordinate with COSCOM ACofS, SOTI/TRANSCOM ACofS, SPO, for HN/allied forces support, as required.</p> <p>c. Coordinate engineer support for operations with group engineer, as required.</p> <p>d. Coordinate group capabilities estimate and terminal throughput capabilities estimate with servicing movements control organization.</p> <p>e. Coordinate preparation of ship loading plans and related documentation with subordinate battalions.</p> <p>f. Coordinate terminal site LOTS reconnaissance with subordinate battalions and group engineer.</p> <p>g. Provide terminal service updates to S2/S3.</p> <p>3. S2/S3 Section coordinates port activities.</p> <p>a. Coordinate port security and harbor defenses with U.S. Navy, U.S. Coast Guard, COSCOM ACofS, SOTI/TRANSCOM ACofS, SPO, and HN, as required.</p> <p>b. Coordinate with COSCOM ACofS, SOTI/TRANSCOM ACofS, SPO, for PSA support for deploying unit(s).</p> <p>c. Coordinate port clearance requirements with supporting movement control organization and subordinate battalions, as required.</p> <p>d. Coordinate with MTMC, MSC, and subordinate battalions for vessel schedules and cargo handling arrangements.</p> <p>e. Monitor the current and anticipated net explosive tonnage in the port area.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>4. S2/S3 Section coordinates terminal operating in an NBC environment.</p> <p>a. Request information on contaminated areas from COSCOM ACofS, SOTI/TRANSCOM ACofS, SPO.</p> <p>b. Coordinate with subordinate units regarding NBC contamination impact on operations.</p> <p>c. Coordinate decontamination support from COSCOM ACofS, SOTI/TRANSCOM ACofS, SPO, as required.</p> <p>d. Coordinate disposition of contaminated cargo with COSCOM ACofS, SOTI/TRANSCOM ACofS, SPO, as required.</p> <p>e. Advise S2/S3 of impact of contamination on operations.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
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TOTAL TASK STEPS EVALUATED							
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SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>d. Identify staff coordination channels for additional operations requirements.</p> <p>e. Identify HN request procedures, assets, and augmentations with COSCOM ACoS, SOTI/TRANSCOM, ACoS, SPO.</p> <p>f. Identify HN support activities, location, and services provided in the group area of responsibility.</p> <p>g. Provide policies and procedures, governing HN support to subordinate battalions.</p> <p>h. Identify port security arrangements with U.S. Navy, and/or U.S. Coast Guard, COSCOM ACoS, SOTI/TRANSCOM ACoS, SPO, and vessel schedules and cargo requirements with MTMC and MSC, as required.</p> <p>i. Identify transportation movement control support procedures and servicing movement control organization.</p> <p>j. Identify procedures for daily surveys of trailers and containers in the group area.</p> <p>k. Consolidate staff inputs into draft operations plan IAW FM 101-5.</p> <p>3. S4 Section plans transportation operations logistics support.</p> <p>a. Identify sustainment controls and priorities by reviewing COSCOM/TRANSCOM OPORD.</p> <p>b. Identify total operations assets by mode within the group.</p> <p>c. Provide instructions for requesting repair parts, as required.</p> <p>d. Calculate total projected supply requirements.</p> <p>e. Identify sources for watercraft and rail maintenance, along with capabilities, in the group area.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>f. Identify projected transportation operations support requirements base on information from S2/S3 Section.</p> <p>g. Forward transportation operations logistics support input to S2/S3 Section.</p> <p>4. S1 Section plans transportation operations personnel support.</p> <p>a. Identify personnel status by subordinate battalion.</p> <p>b. State supportability of the mission from a personnel standpoint.</p> <p>c. Identify personnel deficiencies that require commander's attention.</p> <p>d. Forward transportation operations personnel support input to S2/S3 Section.</p> <p>5. S2/S3 Section distributes operations plan.</p> <p>a. Provide preliminary draft to all staff sections for review.</p> <p>b. Forward revised draft plan to S2/S3 for approval/modification.</p> <p>c. Distribute transportation operations plan to all organizations and staff on distribution list.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>g. Monitors controlled substitution program within to ensure compliance with guidance and priorities established by the commander.</p> <p>h. Coordinates priority of maintenance efforts and repair time guidelines with the S2/3, Maintenance Office and subordinate units, using appropriate BFACS.</p> <p>i. Provides current material readiness briefing to commander and XO, as required.</p> <p>2. S4 Section coordinates subordinate unit supply activities.</p> <p>a. Monitors subordinate units' supply operations to ensure compliance with TSOP and applicable regulations.</p> <p>b. Processes requests for replenishing basic loads to verify requirements and accuracy.</p> <p>c. Maintains data on available usage and required rates of Class III and V.</p> <p>d. Monitors Class V resupply activities of subordinate units to ensure compliance with established issue controls.</p> <p>e. Monitors Class III resupply activities to ensure compliance with established issue controls.</p> <p>f. Coordinates schedules and methods of distribution between subordinate and supporting units, using appropriate BFACS.</p> <p>g. Coordinates receipt and disposition of captured enemy equipment with S2/3 Section using BFACS.</p> <p>h. Maintains property book records of subordinate elements and any separate elements operating in the area of responsibility.</p> <p>i. Records adjustments, issues, turn-ins, property losses, and status reports using SPBS-R programs.</p> <p>j. Calculates consumption rates for MOPP gear and decontamination supplies.</p> <p>k. Maintains commander's critical items list.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>3. S4 Section coordinates services.</p> <ul style="list-style-type: none"> a. Coordinates with Food Service Section for master menu and feeding plan. b. Forwards field feeding plan to all organic and attached elements, using appropriate BFACS. c. Inspects subordinate units' field fielding operations and ration storage areas to ensure compliance with feeding plan and sanitation regulations. d. Coordinates field service requirements for all subordinate units with G4 or supporting field services element, using appropriate BFACS. e. Coordinates water requirements for all subordinate units with G4 or supporting water element, using appropriate BFACS. f. Designates salvage collection points. g. Controls evacuation of salvage IAW TSOP, OPORD, and commander's directives. h. Submits requests for mortuary items to G4 or supporting mortuary affairs element, using appropriate BFACS. i. Provides food service and field services status briefing to the S4 and commander, as required. <p>4. S4 Section coordinates transportation requirements.</p> <ul style="list-style-type: none"> a. Consolidates transportation requirements for all subordinate units. b. Coordinates administrative transportation requirements with movement elements using appropriate BFACS. c. Requests road clearances for movement of supplies, equipment, or personnel from supporting movement element. d. Coordinates transportation for EPW evacuation with the supporting MP element in coordination with S2/3 Section, using appropriate BFACS. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>e. Coordinates transportation assets for evacuation and hospitalization of casualties resulting from NBC warfare with supporting medical and movement elements.</p> <p>f. Updates load plans for the HQ in coordination with the HQ company commander.</p> <p>g. Inspects subordinate elements' load plans to ensure compliance with TSOP and commander's directives.</p> <p>h. Provides internal transportation status report to commander and XO, as required.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
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TRAINING STATUS "GO/NO GO"							

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SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>g. Establish delivery schedules of logistics resources.</p> <p>h. Forward requests for additional transportation to higher headquarters Support Operations/Movement Control Office.</p> <p>i. Provide status updates of ground transportation assets to higher headquarters Support Operations, as required.</p> <p>j. Maintain situational awareness at all times using appropriate BFACS, radio, DAMMS-R, or wire.</p> <p>k. Coordinate the expeditious return of empty flatracks located in the area of responsibility to the distribution system.</p> <p>l. Maintain intransit visibility of sustainment resources within the area of responsibility using DAMMS-R, appropriate BFACS, MTS, wire, or radio.</p> <p>m. Direct, redirect, cross-level or mass transportation assets at critical points based on METT-TC and the commander's guidance.</p> <p>2. Support Operations/Movement Control Office coordinate air transportation support.</p> <p>a. Monitor preplanned airlift resupply request to ensure validation.</p> <p>b. Forward airlift resupply requests to movement control element for processing.</p> <p>c. Coordinate delivery times and locations with the supported and higher command's movement control elements, using the appropriate BFACS, radio, or wire.</p> <p>d. Coordinate ground support and local transportation requirements for all deliveries in the area of responsibility using the appropriate BFACS, radio, or wire.</p> <p>e. Provide air transportation support status update to the supported and higher headquarters G4 and movement control elements, as required.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>3. Support Operations/Movement Control Office coordinate transportation support in an NBC environment, using appropriate BFACS, radio, or wire.</p> <p>a. Forecast the impact of NBC attacks on support operations in coordination with the supported command's G4.</p> <p>b. Coordinate delivery of contaminated cargo with the supported command's G4 and movement control elements.</p> <p>c. Request information on contaminated routes and highway reconnaissance data from subordinate units, RCPOC, supported command's G4 and G3 and movement control elements.</p> <p>d. Disseminate information on contaminated routes to all subordinate and higher headquarters using the appropriate BFACS, radio, or wire.</p> <p>e. Coordinate deliberate decontamination of transfer points with the supported and higher command's G3 using the appropriate BFACS, radio, or wire.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
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SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>h. Prepares wartime SIDPERS transactions IAW DA Pam 600-8-1.</p> <p>i. Inspects SIDPERS personnel transaction registers to resolve strength imbalances.</p> <p>2. S1 Section processes replacements.</p> <p>a. Establishes a replacement receiving point.</p> <p>b. Assigns replacements based on unit requirements, priority of requirements, and MOS.</p> <p>c. Prepares arrival and data cards transactions.</p> <p>d. Briefs replacements on unit assignment and tactical situations.</p> <p>e. Updates the command's battle roster.</p> <p>f. Coordinates transportation for replacements to assigned units with the subordinate elements and movement control elements using the appropriate BFACS, radio, or wire.</p> <p>3. S1 Section processes casualty feeder reports.</p> <p>a. Verifies casualty feeder reports and witness statements from subordinate units for accuracy and completeness.</p> <p>b. Corrects casualty status and identity data based on input from medical and mortuary affairs elements.</p> <p>c. Prepares SIDPERS deceased transaction and a SIDPERS organization strength report change for all KIAs and MIAs (after 90 days).</p> <p>d. Forwards casualty data and transactions to unit HQ G1 channels.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>4. S1 Section prepares internal CHS plan.</p> <ul style="list-style-type: none"> a. Coordinates with appropriate elements of the TA for assistance in preparing the CHS plan. b. Coordinates with appropriate elements of the TA for normal evacuation, emergency evacuation, and hospitalization of sick or injured personnel. c. Coordinates with appropriate elements of the TA for locations of medical and dental facilities. d. Coordinates with DMOS to determine procedures for requesting medical evacuation support, and the transportation of RTD personnel to assigned units. e. Coordinates probability and impact of NBC related casualties with the command's NBC officer. f. Coordinates CHS for command combat casualties or NBC attack with the appropriate elements of the TA. g. Consolidates information into appropriate formats IAW FM 8-20. h. Forwards internal CHS plan to XO for approval or modification. i. Disseminates internal CHS plan to all subordinate elements using the appropriate BFACS. <p>5. S1 Section coordinates internal CHS.</p> <ul style="list-style-type: none"> a. Calculates probable internal CHS requirements. b. Coordinates schedules, locations, and capabilities with the command medical staff using the appropriate BFACS, radio, or wire. c. Monitors routine and emergency treatment and evacuation procedures to ensure compliance with the appropriate elements of the TA TSOP and instructions from the supporting medical element. d. Monitors preventive medicine measures to ensure compliance with the TSOP. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>e. Develops battle stress management plan.</p> <p>f. Monitors implementation of battle stress management plan to ensure CHS is provided to subordinate units.</p> <p>6. S1 Section administers EPW program.</p> <p>a. Identifies EPW collection sites operated by supporting MP units in the command's area of responsibility.</p> <p>b. Coordinates evacuation with supporting MP units and the appropriate elements of the TA.</p> <p>c. Forwards captured threat medical materiel to S4.</p> <p>d. Coordinates CHS requirements with the appropriate elements of the TA and the command's supporting medical company.</p> <p>e. Procures collection point(s) guards from subordinate units.</p> <p>f. Coordinates evacuation of EPW from the area of operations, in coordination with MP collection point(s) with the S2/3 Section.</p>		

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SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>3. S1 Section processes promotion recommendations.</p> <ul style="list-style-type: none"> a. Forwards all promotion requests to the higher headquarters G1 and servicing personnel elements using the appropriate BFACS. b. Maintains suspense file on all forwarded promotion actions. <p>4. S1 Section administers awards program.</p> <ul style="list-style-type: none"> a. Inspects incoming award recommendations for accuracy and completeness. b. Forwards all recommendations to higher headquarters G1 and supporting personnel elements using the appropriate BFACS. c. Maintains suspense file on all award recommendations. <p>5. S1 Section processes UCMJ actions.</p> <ul style="list-style-type: none"> a. Prepares flagging actions requested by subordinate units. b. Processes flagging actions from subordinate units. c. Prepares judicial and nonjudicial proceedings documents. d. Coordinates judicial acts with subordinate commanders. e. Forwards all documents to higher headquarters G1. f. Processes all appeals IAW AR 27-10. <p>6. S1 Section processes personnel and finance actions and SIDPERS transactions.</p> <ul style="list-style-type: none"> a. Verifies changes for accuracy and completeness. b. Prepares SIDPERS input data IAW DA Pamphlets 600-8-1 and 600-8-2. c. Forwards all completed actions to higher headquarters G1 and supporting personnel servicing element. d. Reports SIDPERS disposition to initiating unit(s). 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>7. S1 Section performs administrative functions.</p> <ul style="list-style-type: none"> a. Maintains leave control log. b. Maintains duty rosters. c. Prepares military correspondences. d. Maintains required functional files. e. Forwards all recurring reports to appropriate elements IAW TSOP and OPORD using the appropriate BFACS. f. Maintains required regulations, publications, and SOPs IAW TSOP. g. Provides reproduction services. <p>8. S1 Section provides MWR support.</p> <ul style="list-style-type: none"> a. Identifies subordinate MWR requirements. b. Identifies supporting MWR capabilities and resources allocated to the battalion. c. Provides recommendation to the commander on prioritization of MWR support to subordinate units. d. Coordinates MWR support deliveries IAW the commander's priorities. <p>9. S1 Section Coordinates external MWR support.</p> <ul style="list-style-type: none"> a. Coordinates for newspapers, books, magazines, and other publications with higher HQ S1 Section using the appropriate BFACS. b. Coordinates for personal sundry items with HQ company and other elements using the appropriate BFACS. c. Coordinates for musical, tactical PX, rest, and recuperation support with G1channels using the appropriate BFACS. d. Coordinates motion pictures and other entertainment with higher headquarters G1using the appropriate BFACS. 		

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SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. Unit Ministry Team provides religious support, to include rites and services.</p> <ul style="list-style-type: none"> a. Monitors casualty data to determine required religious services. b. Provides worship services, memorial ceremonies, services for the dead, sacraments, rites, and ordinances. c. Conducts mass or emergency burials IAW current regulations and directives. d. Provides support to headquarters personnel. e. Requests supplies and additional transportation requirements from S4 Section. <p>3. Unit Ministry Team provides pastoral care to soldiers.</p> <ul style="list-style-type: none"> a. Provides pastoral care that counters battlefield shock and trauma. b. Conducts pastoral counseling that lessens stress and enhance morale. c. Provides religious support for BF cases. d. Conducts specialized counseling that enhances morale. e. Provides routine pastoral care and counseling to all soldiers. f. Conducts pastoral care to casualties at battle site(s). <p>*4. Chaplain advises the commander on unit morale, moral climate, and religious welfare.</p> <ul style="list-style-type: none"> a. Provides information on morale and moral climate of the headquarters that has been personally verified. b. Briefs commander on moral and humanitarian aspects of policies and procedures. c. Notifies commander immediately of policies perceived as unjust by soldiers. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>d. Notifies commander of disruptive and potential disruptive social patterns.</p> <p>e. Notifies commander of possible violations of the laws of war.</p> <p>f. Advises commander on policies or procedures affecting soldier rights to the free exercise of religion.</p> <p>5. Chaplain advises the commander on ethical issues.</p> <p>a. Advises the commander on specific methods of improving the ethical climate within the command.</p> <p>b. Briefs commander on ethical aspects of policies and leadership.</p> <p>c. Briefs the commander on soldier training in ethical and moral decision making.</p> <p>d. Emphasizes value of human life, justice, dignity, and truth through sermons, pastoral counseling, and ethical or moral instruction.</p> <p>e. Performs duties as ethical advocate to the commander in the prevention of dehumanizing treatment of friendly troops, EPW and civilians, the violation of codes of morality, illegal acts, desecration of sacred places, and disrespect for human life.</p> <p>6. Unit Ministry Team provides information on indigenous religions.</p> <p>a. Advises the commander of the impact of indigenous religion(s) in the command's mission.</p> <p>b. Advises the commander in developing friendly relations with local religious bodies and civilians.</p> <p>c. Identifies human welfare needs caused by combat on indigenous population.</p> <p>d. Coordinates alleviation of human welfare needs with foreign nation military and civilians' religious institutions.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
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SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. Staff maintenance managers determine the command's maintenance status.</p> <ul style="list-style-type: none"> a. Coordinate for SAMS support with CSSAMO using the appropriate BFACS, radio, or wire. b. Extract supported unit's equipment status from SAMS output. c. Identify operational status of key equipment. d. Provide equipment operational status update to responsible staff officer and unit commander. <p>3. Staff maintenance managers coordinate maintenance support.</p> <ul style="list-style-type: none"> a. Coordinate calibration of test measurement and diagnostic equipment with the supporting unit. b. Coordinate maintenance assistance visits with higher command-level MMC. c. Inspect unit maintenance reports of supported units and augmentations to determine eligibility for ORF. d. Provide technical maintenance assistance. e. Coordinate evacuation of unserviceable equipment to corps maintenance units with the higher command-level MMC. f. Provide disposition instructions on unserviceable materiel to the command's DS maintenance elements. g. Supervise the oil analysis program. <p>4. Staff maintenance managers direct the command's MWO program.</p> <ul style="list-style-type: none"> a. Maintains status of all applied and unapplied MWOs for equipment. b. Identifies MWO application priorities to support operations/materiel management center personnel, as appropriate. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
c. Provides technical maintenance assistance to the command's subordinate and attached units.		
d. Request technical MWO application assistance from higher command-level MMC, if required.		

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SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>e. Maintain ADC situation maps.</p> <p>f. Establish control of affected subordinate units.</p> <p>g. Calculate logistics and CHS effectiveness of subordinate units.</p> <p>h. Release operational subordinate units to commanders for continuance of support mission.</p> <p>i. Forward unit effectiveness reports to the supported command HQ G3 and RAOC using the appropriate BFACS, radio, or wire.</p> <p>j. Provide ADC operational update to commander using the appropriate BFACS, radio, or wire.</p> <p>3. S2/S3 Section and S4 Section direct recovery activities.</p> <p>a. Establish priorities for affected facilities.</p> <p>b. Task subordinate elements for rescue and decontamination teams, as required using the appropriate BFACS, radio, or wire.</p> <p>c. Provide locations of decontamination sites to subordinate units using the appropriate BFACS, radio, or wire.</p> <p>d. Identify locations of emergency food, clothing, water, and shelter.</p> <p>e. Coordinate emergency treatment and evacuation with the appropriate elements of the TA using the appropriate BFACS, radio, or wire.</p> <p>4. S2/S3 Section and S4 Section coordinate additional support requirements.</p> <p>a. Coordinate engineer support with the RAOC using the appropriate BFACS, radio, or wire.</p> <p>b. Coordinate MP support with the RAOC using the appropriate BFACS, radio, or wire.</p> <p>c. Coordinate EOD support with the RAOC using the appropriate BFACS, radio, or wire.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
d. Coordinate labor support with the RAOC using the appropriate BFACS, radio, or wire.		
e. Coordinate additional ADC requirements with the supported command HQ G3 and COSCOM G3 Section using the appropriate BFACS, radio, or wire.		

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SUPPORTING INDIVIDUAL TASKS		
Task Number	Task Title	References
031-503-3004	Supervise the Crossing of a Contaminated Area	STP 10-92M14-SM-TG STP 21-24-SMCT

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>3. Liaison officers coordinate with supported command's headquarters.</p> <ul style="list-style-type: none"> a. Report to commander, XO, Support Operations, and briefs current logistics situation. b. Establish communications with LOC and update information. c. Provide necessary information to each staff section and obtain information to transmit to parent command. d. Obtain information about supported command's operations, commander's intent, mission, subordinate elements locations and capabilities, and future operations. e. Inform supported command's commander or XO concerning reports dispatched to parent command LOC. f. Keep a record of liaison actions during tour. g. During liaison tour-- <ul style="list-style-type: none"> (1) Keep abreast of the situation of supported command and provide updates to parent command. (2) Monitor and assist in the planning process of supported command. <ul style="list-style-type: none"> (a) Advise staff on how to best employ assets of parent command. (b) Record all critical information and pass it to parent command as soon as possible (includes specified/implied tasks, mission essential tasks, constraints and limitations. (c) Receive and pass all enemy situation templates and other intelligence products to parent command as soon as possible. (3) Conduct adjacent command coordination. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>4. Liaison officers transmit information to parent staff upon return.</p> <p style="padding-left: 40px;">a. Brief parent command XO and staff on all information received during visit.</p> <p style="padding-left: 40px;">b. Brief all staff sections on detailed information received during visit and transmit information required by higher headquarters in each staff area of responsibility.</p> <p style="padding-left: 40px;">c. Assist in the conduct of the tactical decision-making process.</p> <p>5. XO maintains control of liaison officers.</p> <p style="padding-left: 40px;">a. Establishes and maintains liaison and communications with units external to the command.</p> <p style="padding-left: 40px;">b. Ensures exchange of information is completed upon arrival at the LOC.</p> <p style="padding-left: 40px;">c. Ensures liaison officers updates the Support Operations and S2/3 Officers on their unit's status as changes occur.</p> <p style="padding-left: 40px;">d. Ensures liaison officers maintain communications with parent command and remain abreast of parent command's activities.</p> <p style="padding-left: 40px;">e. Keeps liaison officers briefed on current situations.</p> <p style="padding-left: 40px;">f. Coordinates liaison officers for LOC defensive requirements in case of an attack.</p>		

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SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>*2. Commander and leaders implement sleep plan.</p> <ul style="list-style-type: none"> a. Coordinate with HQ Company for a safe and secure area away from vehicles and other high-noise activities. b. Develop sleep plan IAW FM 22-51. c. Adjust sleep plan as dictated by tactical situation. <p>*3. Staff element leaders implement task rotation or restructuring procedures.</p> <ul style="list-style-type: none"> a. Cross-train staff personnel on all critical tasks. b. Develop a plan for rotation of staff personnel between demanding and non-demanding tasks. c. Assign two staff members to function independently on tasks requiring a high degree of accuracy. d. Adjust task rotation policies and procedures to the tactical situation. <p>*4. Staff element leaders implement stress-coping and management techniques.</p> <ul style="list-style-type: none"> a. Integrate new members into the staff elements immediately. b. Implement a buddy system to observe signs of stress or BF among staff members and leaders. c. Provide instructions on relaxation techniques to all staff personnel. d. Conduct routine after-action stress briefings. <p>*5. Commander and leaders implement treatment techniques.</p> <ul style="list-style-type: none"> a. Develop plan to deal with mild, seriously stressed, or BF cases. b. Assign staff members showing signs of stress or BF to simple tasks. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>c. Direct staff members to be supportive of BF or stressed personnel.</p> <p>d. Direct movement of staff members showing no signs of improvement to supporting medical facilities.</p> <p>e. Refer for medical evaluation those staff members showing signs of serious stress or battle fatigue.</p> <p>f. Reintegrate RTD staff members into their specific element or section.</p> <p>6. Staff personnel employ preventive stress measures.</p> <p>a. Maintain a positive attitude concerning the unit's mission, purpose, and abilities.</p> <p>b. Comply with the commander's sleep plan.</p> <p>c. Identify signs of stress or BF in other staff members.</p> <p>d. Provide immediate buddy aid support.</p> <p>e. Report signs of stress or BF of other staff members to immediate supervisor.</p> <p>f. Accept new unit members immediately.</p> <p>g. Practice relaxation techniques at appropriate times and places.</p> <p>h. Participate in buddy system and after-action stress briefings.</p>		

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SUPPORTING INDIVIDUAL TASKS: NONE

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OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>*2. Commander and leaders evaluate risk or safety hazards identified during operations.</p> <ul style="list-style-type: none"> a. Identify previously executed unsafe acts and their corrective actions. b. Identify all unwarranted risks. c. Compare identified risk to the commander's acceptable level based on stated training objectives. d. Calculate projected loss of equipment and personnel from accidents by reviewing historical records. e. Describe operations in terms of its risk level (extremely high, high, medium, low). f. Prepare COA that reduces risk. <p>*3. Commander and leaders eliminate or reduce risk and safety hazards.</p> <ul style="list-style-type: none"> a. Select COA that maximize the operation and minimize the risk. b. Develop procedures that reduce risk. c. Provide guidance that enhances safety in all phases of operation. d. Prescribe safety and protective equipment that enhances safety and reduces risks. <p>4. Staff personnel employ safety procedures.</p> <ul style="list-style-type: none"> a. Practice safety procedures during all mission rehearsals. b. Correct unsafe acts on the spot. c. Report all risk and safety violations to commander DISCOM Safety Officer. 		

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SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>3. Staff gathers the tools needed to begin mission analysis.</p> <ul style="list-style-type: none"> a. S3 Section posts the higher headquarters order (WARNO, FRAGO, or OPORD) and graphics or the anticipated new mission statement to a web page or places in a shared folder. b. S3 Section notifies the staff of the location of the order (WARNO, FRAGO, or OPORD) and graphics or new mission statement on the web page or shared folder. c. Engineer Section gathers the digital terrain data coverage of the general area of operations and interest. d. Staff gathers unit and higher headquarters SOPs. e. Staff gathers any existing staff estimates (higher HQ and own). f. Staff retrieves base order and BOS annexes of higher HQ order, and any particular BOS-specific reference materials and tools. g. Executive Officer directs staff to update staff estimates and assemble necessary mission analysis tools required. <p>4. The Commander and staff completes initial assessment of the new mission to determine:</p> <ul style="list-style-type: none"> a. Time available from mission receipt to mission execution. b. Time needed to plan, prepare for, and execute the mission for own and subordinate units. <p>NOTE: The most critical part of the assessment is the initial allocation of available time. As a general, the rule, the commander allocates a minimum of two-thirds of the available time for subordinate units to conduct their planning and preparation.</p> <ul style="list-style-type: none"> c. Staff estimates already available to assist planning. d. IPB requirements. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>5. The Commander issues his initial guidance. Guidance includes:</p> <ul style="list-style-type: none"> a. How to abbreviate the MDMP, if required. If the process is abbreviated, directs which steps are eliminated or reduced in scope. b. Initial time allocation. c. Liaison officers to dispatch. d. Initial reconnaissance to begin. e. Authorized movement. f. Additional tasks the Commander wants the staff to accomplish. <p>NOTE: This should not be confused with the Commander's guidance in mission analysis.</p> <p>6. The S2 Section gathers the tools to conduct IPB and begins development of the ISR plan.</p> <p>7. Staff provides input into initial warning order as necessary.</p> <p>8. The S3 Section prepares initial warning order (WARNO 1). The WARNO includes as a minimum:</p> <ul style="list-style-type: none"> a. Type of operation. b. General location of the operation. c. Initial time line. d. Any movement or reconnaissance. <p>9. S3 Officer, Executive Officer, or Commander approves the WARNO.</p> <p>10. The S3 Section sends the WARNO 1 to supporting and supported units via MCS.</p> <p>11. The Executive Officer coordinates dispatch of liaison personnel as directed and provides specific instructions or tasks that are to be accomplished.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>12. S1 and S4 Sections gather the tools needed to begin mission analysis.</p> <p style="padding-left: 40px;">a. Retrieves the higher headquarters order (WARNO, FRAGO, or OPORD), graphics, and any particulars S1 and S4 specific reference materials and tools or the anticipated new mission statement from the S3 Section.</p> <p style="padding-left: 40px;">b. Gathers unit and higher headquarters SOPs.</p> <p style="padding-left: 40px;">c. Gathers any existing personnel staff and logistics staff estimates (higher headquarters and own).</p> <p style="padding-left: 40px;">d. Updates logistics staff and personnel staff estimates as required.</p> <p>13. Completes a quick initial assessment of the new mission focusing on personnel and logistical requirements, adjustments, considerations, and time available to plan.</p> <p>14. Obtains Commander's initial guidance.</p> <p>15. Provides input to the S3 for warning order 1 as necessary.</p> <p>16. Retrieves a copy of the WARNO 1 from S3 Section via CSSCS.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>*2. Executive Officer supervises staff mission analysis.</p> <ul style="list-style-type: none"> a. Designates staff members required to attend mission analysis briefing. b. Designates time and location of staff mission analysis. c. Briefs principal staff members on commander's mission analysis. d. Translates major tasks to specific objectives based on intents of commander and supported commanders. e. Provides mission analysis guidance based on commander's guidance. f. Provides CCIR to staff officers. g. Manages CCIR as directed by the commander. h. Resolves all staff conflicts. i. Inspects results of staff mission analysis for compliance with commander's guidance. <p>3. Staff Sections analyze mission.</p> <ul style="list-style-type: none"> a. Secure maps of tentative operational areas. b. Prepare LPB for each sustainment function using LPT. c. Identify the intent of supported commander and the commander two echelons above. d. Dissect supported command's concept of operations statement to identify all possible missions and tasks. e. Examine task organization in order to understand the higher headquarters' mission. f. Identify CCIR. g. Identify specified and implied tasks. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>h. Construct a tentative list of essential tasks.</p> <p>i. Identify asset shortfalls by comparing tentative task with available assets.</p> <p>j. Identify operational limitations.</p> <p>k. Prepare preliminary mission statement.</p> <p>l. Identify broad C3CM employment considerations.</p> <p>m. Prepare recommended operational risk levels information.</p> <p>n. Submit facts, assumptions, and conclusions with recommendations for each sustainment function.</p> <p>*4. Commander/Executive Officer completes mission analysis.</p> <p>a. Approves staff mission analysis results.</p> <p>b. Restates mission in clear, concise statements that contains WHO, WHAT, WHEN, WHERE, and HOW in the order in which they are to be accomplished.</p> <p>c. States planning options to be or not to be considered.</p> <p>d. Provides guidance for deception operation and sustainment priorities.</p> <p>e. Provides acceptable levels of risk for mission accomplishment.</p> <p>f. Disseminates the restated mission as a warning order to subordinate commanders using the appropriate BFACS.</p> <p>g. Modifies the restated mission when new essential task are revealed, or the situation changes.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>*5. Commander/Executive Officer develops time plan for operational planning.</p> <p>a. Identifies complexity of mission and planning requirements.</p> <p>b. Calculates total time available using reverse planning process.</p> <p>c. Assigns time limitations for each step of the command estimate process.</p> <p>d. Disseminates time plan to all staff sections using the appropriate BFACS.</p> <p>e. Enforces CE time plan.</p>		

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SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. S2 Section defines the battlefield environment.</p> <ul style="list-style-type: none"> a. Identifies the limits of the AO. b. Identifies the limits of the area of interest. c. Coordinates input on the battlefield environment with other staff elements using appropriate communication and/or automation systems. d. Identifies significant characteristics of the battlefield environment that affect a specific area of responsibility in coordination with each staff section. e. Identifies those characteristics of the battlefield, which require in-depth evaluation. <p>3. S2 Section evaluates the battlefield's effects upon COA.</p> <ul style="list-style-type: none"> a. Identifies effects of terrain on CSS operations. b. Identifies the effects of weather upon CSS operations. c. Identifies effects of infrastructure, population demographics, economics, and political characteristics upon CSS operations. d. Lists the combined effects of the battlefield environment on friendly COAs. e. Identifies the effects of terrain on threat COAs. f. Identifies the effects of weather on threat COAs. g. Identifies effects of infrastructure, population demographics, economics, and political characteristics on threat COAs. h. Lists the combined effects of the battlefield environment on threat COAs. i. Develops population status overlay, weather analysis matrix, and other overlays, as required. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>4. S2 Section evaluates the threat.</p> <ul style="list-style-type: none"> a. Conducts a threat order-of-battle analysis for each type of conventional or unconventional units the unit might face. b. Develops threat COA models. <p>5. S2 Section determines threat COA.</p> <ul style="list-style-type: none"> a. Identifies all rational courses of action available to the threat. b. Prioritizes each available COA. c. Develops a comprehensive, detailed set of threat COAs. d. Prepares situation templates for each COA available to the threat. e. Prepares event template. f. Prepares decision support template. <p>6. S2 Section prepares analysis of the AO.</p> <ul style="list-style-type: none"> a. Consolidates IPB data into appropriate format IAW FM 101-5. b. Forwards draft analysis of the AO to S2/S3 Officer for review and approval. c. Makes appropriate changes as instructed by the S2/S3 officer and the XO. d. Forwards corrected analysis of the AO to S2/S3 officer for signature. e. Distributes analysis of AO, as required. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>7. S2 Section prepares the intelligence estimate.</p> <ul style="list-style-type: none"> a. Consolidates data from templates, overlays and matrices produced. b. Formats data IAW FM 101-5. c. Lists COAs available to threat in paragraph 4 IAW situation templates. d. Forwards draft intelligence estimate to S2/S3 officer for review and approval. e. Makes appropriate changes as instructed by the S2/S3 officer and the XO. f. Forwards corrected intelligence estimate to S2/S3 officer for signature. g. Distributes intelligence estimate to all subordinate commands' staffs, using appropriate communication and/or automation systems. 		

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SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. Staff sections generate conceptual possibilities.</p> <ul style="list-style-type: none"> a. Develop possible concepts using CSSCS. b. Examine each concept's possibilities to determine if it satisfies COA-selection criteria. c. Develop feasible COA for every possible threat COA identified during the IPB. <p>3. Staff officers analyze relative force ratios.</p> <ul style="list-style-type: none"> a. Identify the relative force ratios by inspecting the unit's task organization using CSSCS. b. Identify threat elements capable of indirect fire against command assets (ASAS), force protection capabilities, and activities that will require units to displace. c. Identify human factors and integrate them into the evaluation process. d. Develop conclusions about friendly and threat relative capabilities and limitations. <p>4. Staff officers array initial forces.</p> <ul style="list-style-type: none"> a. Identify force requirements based on the supported command's force structure. b. Identify proposed support area based on initial G2 terrain analysis. c. Develop deception story based on commander's deception objectives. d. Prepare the initial array of elements based on the array of supported maneuver forces. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>5. Support Operations personnel develop the support scheme using CSSCS.</p> <ul style="list-style-type: none"> a. Reevaluate the terrain and threat force ratio, risk, and type of operation. b. Develop several schemes for each potential threat COA. c. Identify which type of forces to allocate for the identified missions. d. Designate remaining support to provide backup support to previously arrayed forces. e. Develop supporting distribution system for each COA. <p>6. Plans and Intelligence/Operations personnel determine command and control means.</p> <ul style="list-style-type: none"> a. Identify all phases of the proposed operation. b. Allocate subordinate HQ over arrayed forces. c. Identify arrayed forces without a subordinate HQ allocated over them. d. Designate sectors and zones of support responsibilities. <p>7. XO and Operations Officer/personnel prepare COA statements and sketches.</p> <ul style="list-style-type: none"> a. Clarify how major subordinate units will execute the higher headquarters' mission. b. State the amount of risk involved. c. Draw a sketch that graphically portrays the COA statement. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
8. Staff sections conduct COA briefing. <ul style="list-style-type: none"> a. Provide updated IPB based on most current information. b. Provide possible threat COA based on situation templates. c. Provide restated mission, and the commander's and higher commander's intent. d. Provide CCIR. e. Provide COA statement and sketch. f. Provide rationale for each COA. 		

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OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. Staff sections determine specific information requirements.</p> <ul style="list-style-type: none"> a. Identify information requirements by reviewing higher HQ mission, concept of operation, and supported commander's restated mission. b. Identify information holdings by reviewing section workbook, situation map, policy files, and journals. c. Identify information collection policies and procedures from TSOP. d. Identify staff section, agencies, and documents where required information can be obtained. e. Identify PIR and CCIR. f. Make preliminary analysis of the functional area of responsibility. <p>3. Staff sections collect required information.</p> <ul style="list-style-type: none"> a. Develop facts in own area of interest. b. Develop assumptions based on available information. c. Coordinate with other staff officers for required information using the appropriate communications system. d. Collect information from primary staff officers as they as they prepare their estimates. e. Collect information from special staff officers. f. Collect information from within the staff section. g. Identify what information collected sufficiently impacts on the analysis to effect which COA to recommend. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>4. Staff officers provide input to estimate(s) of the situation.</p> <ul style="list-style-type: none"> a. Conduct an analysis of area of responsibility. b. Forward all required information concerning area of responsibility to designated staff section using the appropriate information system. c. Submit updated information as facts change the situation using the appropriate information system. <p>5. Staff sections develop current estimates of the situation.</p> <ul style="list-style-type: none"> a. List impact of METT-TC on specific area of responsibility and its impact on mission accomplishment. b. State the likely influence of METT-TC on the specific area of responsibility's support mission. c. Identify impact of other functional areas and their impact on mission accomplishment. d. State the likely influence of other functional areas on the specific area of responsibility's support mission. e. List advantages and disadvantages of each COA. f. State best COA. g. Recommend tactically sound "fixes" to any problems determined through the estimate process. h. Brief estimate to staff section leader. i. Disseminate estimate as prescribed by the deputy commander/XO and/or TSOP. j. Update estimate(s) as assumptions become concrete information or situation warrants. 		

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OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>*2. Staff officers conduct war-gaming of feasible COA using appropriate information systems.</p> <ul style="list-style-type: none"> a. Identify each COA's strengths and weaknesses. b. Record advantages and disadvantages of each COA. c. Identify all COA's decision points. d. Identify risks and major events for each COA. e. Identify critical information needed to support the decision points. f. Identify information collection and dissemination methods. g. Identify each COA requirements. h. Identify subordinate commands' task(s). i. Identify task organization requirements. j. Identify requirements for deception. <p>3. Staff sections assess operational risks.</p> <ul style="list-style-type: none"> a. Examine events by location, conditions, and potential magnitude of risk. b. Identify where/when controls would be appropriate for synchronizing and protecting the force. c. Develop controls for each COA, as required. d. Compare each COA's benefits with its potential risk. <p>4. Staff sections compare feasible friendly COAs using appropriate information system.</p> <ul style="list-style-type: none"> a. Compare each feasible friendly COA against each feasible threat COA. b. Develop decision matrixes. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>c. Score each COA in each staff section's area of expertise.</p> <p>d. Identify the best probable friendly COA against the threat's COA of most concern to the commander.</p> <p>*5. Staff officers conduct commander's briefing.</p> <p>a. Provide all branches and sequels, which were identified during war-gaming.</p> <p>b. Present any unresolved issues or dissenting opinions.</p> <p>c. Provide answers to questions the commander may have concerning area of responsibility.</p> <p>d. Provide appropriate briefing charts and slides for area of responsibility.</p> <p>e. Announce staff's recommended COA.</p> <p>6. S2/3 Section prepares operations estimate.</p> <p>a. Secures data from COA analysis process.</p> <p>b. Secures current staff estimates.</p> <p>c. Consolidates data of analysis process and current estimates.</p> <p>d. Lists staff recommendation for COA in paragraph 5, "Recommendation".</p> <p>e. Formats selected data as prescribed by FM 101-5 and TSOP.</p> <p>f. Forwards operations estimate to the commander through the deputy commander/XO.</p> <p>*7. Commander/deputy commander/XO prepares supporting commander's (operations) estimate.</p> <p>a. Compares the COAs.</p> <p>b. Accepts the staff recommended COA.</p> <p>c. Modifies another COA, if required.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
d. Selects another COA, if required. e. Refines chosen COA into clear, concise statement of intent. f. Constructs a concept of operations from the wording of the selected COA. g. Specifies command and support considerations. h. Defines acceptable risk to accomplish mission. i. Provides scheme of support operations and supporting element requirements. j. Announces decision and concept of operations. k. Lists decision in paragraph 5, "Decision". l. Finalizes the supporting commander's (operations) estimate. m. Forwards supporting commander's (operations) estimate using appropriate BFACS.		

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SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>3. Operations personnel draft paragraph 1, "Situation".</p> <ul style="list-style-type: none"> a. List information describing the threat's most probable COA in terms of one echelon below. b. List assessment of terrorist activities directed against U.S. Government interests in the AO. c. List annex or other intelligence sources as references. d. State mission of supported unit, the higher commander's intent, and concept of operations. e. State missions of other critical commands whose actions have a significant bearing on the mission. f. Provide instructions for minimizing exposure to fratricide; specifically, actions that commands must take which are not inherent in existing C2 measures. g. List units attached to or detached from the command, together with their effective attachment or detachment times (if applicable). h. List assumptions that are logical, realistic, and critical to mission success. <p>4. Operations Section personnel draft paragraph 2, "Mission."</p> <ul style="list-style-type: none"> a. State the mission clearly and concisely (Tells WHO, does WHAT, WHERE, WHEN, and WHY). b. State the mission that is based on essential tasks derived during mission analysis. <p>5. Operations and Support Operations Sections draft paragraph 3, "Execution."</p> <ul style="list-style-type: none"> a. State the commander's intent in sufficient detail to ensure appropriate action by subordinate commands (State the How). b. State the commander's concept of operations for the execution of support mission from start to finish. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>c. List the scheme of support that includes placement, movement, and primary mission of each subordinate command.</p> <p>d. Describe the assignment of civil affairs elements.</p> <p>e. List coordination instructions that are applicable to two or more subordinate commands and elements.</p> <p>f. Provide time or condition when the plan or order becomes effective.</p> <p>g. List CCIR, MOPP, and OEG levels, troop safety criteria, and counter fratricide measures.</p> <p>6. S1, S2, S3, S4 Sections and Support Operations Section draft paragraph 4, "Service Support."</p> <p>a. Provide general support concept statement, which identifies source of support and its location.</p> <p>b. List actions for materiel and services, medical evacuation and hospitalization, personnel, and civil-military co-operations.</p> <p>c. Identify the specific location that describes functional actions (such as annexes, TSOP, and supported command's OPORD service support annex).</p> <p>7. Operations Section personnel draft paragraph 5, "Command and Signal."</p> <p>a. State the map coordinates for the main, rear, and alternate CP locations.</p> <p>b. List signal instructions or refer to Signal Annex, if required.</p> <p>c. List acknowledgment instructions, signature block, authentication section, and distribution instructions.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>8. Operations Section personnel distribute OPLAN/OPORD.</p> <p style="padding-left: 40px;">a. Forward draft copy to S2/3 officer and XO for approval or modification.</p> <p style="padding-left: 40px;">b. Make all appropriate adjustments as directed by S2/3 officer and XO.</p> <p style="padding-left: 40px;">c. Coordinate for preparation of the appropriate number of copies.</p> <p style="padding-left: 40px;">d. Distribute OPLAN/OPORD to all appropriate staff sections, organic, and attached elements, using appropriate information system.</p>		

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SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. S2/3 and Support Operations Section prepare task organization annex.</p> <ul style="list-style-type: none"> a. Reviews commander's intent and concept of operations. b. Reviews supported command's OPLAN/OPORD to identify unit availability. c. Consolidates branch specific requirements for development of troop list. d. States the time zone applicable to the operation. e. Organizes subordinate commands based on capability to support mission assigned by higher headquarters commander. f. Coordinates MTOE/TDA changes and activation actions with higher G3 to ensure compatibility with the command troop list and TPFDL. g. Identifies where to reduce or add units (or elements) by reviewing the supported commander's scheme of maneuver and terrain factors. h. Formats task organization IAW FM 101-5 and FM 101-5-1. i. Forwards draft task organization annex to the XO for approval or modification. j. Maintains current record of each copy of annex produced. <p>3. S2/3 Officer, in conjunction with the Support Operations Section, prepares operations overlay to OPLAN/OPORD.</p> <ul style="list-style-type: none"> a. Reviews commander's intent and concept of operations. b. Identifies locations for all subordinate commands, supply points and routes, distribution points, medical facilities, and special identified areas. c. State map reference data, effective date, and purpose of overlay. d. Provide classification markings and downgrading instructions. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>e. Apply overlay plotting techniques outlined in FM 21-31.</p> <p>f. Plot boundaries, supporting, supported, and subordinate commands' locations within 50 feet of actual locations.</p> <p>g. Affix graphic portrayal of axis of advance, supply routes, supply points and distribution points.</p> <p>h. Forwards draft overlay to XO for approval or modification.</p> <p>4. Staff sections prepare specific annexes, appendixes, enclosures, tabs, and additions, using appropriate communications and information systems.</p> <p>a. Identify specific information for dissemination not readily incorporated into the basic plan/order.</p> <p>NOTE: Annexes do not include TSOP items.</p> <p>b. Select required information for incorporation into annexes, appendixes, enclosures, tabs, and additions.</p> <p>c. Provide required information that expands the annex, if required.</p> <p>d. Provide required information that expands the appendix, if required.</p> <p>e. Provide required information necessary to amplify a tab.</p>		

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TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. Staff sections provide specific area of responsibility input.</p> <ul style="list-style-type: none"> a. Review commander's intent and criteria filters. b. Identify specific information for modification, addition, or deletion using the criteria filters provided by the XO. c. Provide instructions covering aspects of operations, which are definite, routine, recurring or standardized. d. Identify specific personnel and elements to perform routine tasks that are not essential requirements. e. Provide instructions that specify primary responsibilities and requirements for coordination and liaisons. f. Consolidate branch changes. g. Format specific portion of the TSOP IAW FM 101-5 and XO's guidance. h. Forward revised portion of the TSOP to staff section chief for approval. <p>3. S2/3 Section prepares revised TSOP.</p> <ul style="list-style-type: none"> a. Consolidates all approved changes into TSOP format IAW FM 101-5. b. Provides appropriate numbering for all TSOP annexes, appendixes, enclosures, and tabs IAW FM 101-5. c. Forwards draft TSOP to XO for modification or approval. d. Distributes revised TSOP IAW commander's guidance, using appropriate BFACS. 		

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TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. Plans/Intelligence Branch selects tentative march route(s) for HQ company and elements assigned or attached to HQ, using appropriate communications and information systems.</p> <ul style="list-style-type: none"> a. Identifies all possible routes by conducting map reconnaissance. b. Identifies current tactical implications for all possible routes in close coordination with the RCPOC. c. Identifies possible problem areas and road traffic ability from engineer road classification overlays and intelligence summaries. d. Conducts comparative analysis of all possible routes. e. Selects best possible route(s). f. Coordinates route selection with and other staff sections. g. Forwards route(s) selection to the S2/3 Officer for approval or modification. <p>3. S2/3 Officer directs route reconnaissance activities.</p> <ul style="list-style-type: none"> a. Tasks HQ company and other elements assigned or attached to HQ to conduct reconnaissance of tentative march routes. b. Briefs/directs the conduct of reconnaissance parties' leader briefing(s). c. Maintains situational awareness at all times using appropriate communications and information systems. d. Monitors movement and activities of all reconnaissance parties to ensure compliance with instructions and TSOP. e. Debriefs or directs the conduct of debriefings of elements' reconnaissance leaders upon completion of mission. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>4. Plans/Intelligence Branch selects specific march route(s).</p> <ul style="list-style-type: none"> a. Consolidates all route reconnaissance party(s) data. b. Conducts comparative analysis of all data for each tentative route. c. Selects primary and secondary route(s) for each subordinate element. d. Coordinates routes with commanders and leaders of all elements. e. Prepares overlays using subordinate unit reconnaissance data. f. Briefs the S2/3 Officer for approval or modification instructions, as required. g. Provides reconnaissance and route selection update to the commander. h. Forwards all reconnaissance data to supported command HQ, Support Operations Section, RCPOC and adjacent and subordinate units, using appropriate communications and information systems. <p>5. S4 Section coordinates internal support requirements for move.</p> <ul style="list-style-type: none"> a. Coordinates supply support with subordinate and attached units using the appropriate communications and information systems. b. Coordinates maintenance support with subordinate and attached units using the appropriate communications and information systems. c. Coordinates transportation support with subordinate and attached units using the appropriate communications and information systems. d. Coordinates food service support with subordinate and attached units using the appropriate communications and information systems. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>6. Support Operations Office and Movement Control Office coordinate external movement support requirements.</p> <p style="padding-left: 40px;">a. Coordinate additional external transportation requirements with the transportation management support element using the appropriate communications and information systems or DAMMS-R.</p> <p style="padding-left: 40px;">b. Coordinates route clearances in the Division with the DTO and at Corps with appropriate coordinating transportation office and the supporting RCPOC using the appropriate communications and information systems or DAMMS-R.</p> <p style="padding-left: 40px;">c. Coordinates medical treatment and evacuation requirements and procedures with supporting units using the appropriate communications and information systems.</p> <p style="padding-left: 40px;">d. Coordinates security escort, fire support, and CAS requirements with supporting RCPOC using the appropriate communications and information systems.</p> <p style="padding-left: 40px;">e. Coordinates MP traffic control support with supporting MP element and supporting RCPOC using the appropriate communications and information systems.</p> <p style="padding-left: 40px;">f. Coordinates decontamination and smoke requirements with the chemical officer through the RCPOC using the appropriate communications and information systems.</p> <p>7. Plans/Intelligence Branch develops movement schemes for HQ company and other elements assigned or attached to command.</p> <p style="padding-left: 40px;">a. Coordinates with elements' commanders for the task organization and order of march.</p> <p style="padding-left: 40px;">b. Debriefs elements' reconnaissance personnel.</p> <p style="padding-left: 40px;">c. Prepares road movement table(s), graphs, and overlays, using appropriate communications and information systems and DAMMS-R.</p> <p style="padding-left: 40px;">d. Coordinates advance/quartering party composition and departure time with the elements' commanders.</p> <p style="padding-left: 40px;">e. Maintains situational awareness at all times using appropriate communications and information systems.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>8. S2/3 and S4 Sections develop support-during-movement plan.</p> <p style="padding-left: 40px;">a. Calculates projected logistics and CHS requirements until new operational sites are established by evaluating current supported units' assets.</p> <p style="padding-left: 40px;">b. Coordinates anticipated requirements with supported units in current AO using the appropriate communications and information systems.</p> <p style="padding-left: 40px;">c. Provides recommendations for order of movement for elements and specific shuttling of high priority logistics and possible CHS assets.</p> <p style="padding-left: 40px;">d. Establishes notification procedures to alert customers of "when" and "what" facilities are available during movement.</p> <p>9. Plans/Intelligence Branch develops overall movement scheme for move.</p> <p style="padding-left: 40px;">a. Identifies the task organization for movement with critical supplies and equipment dispersed throughout all elements.</p> <p style="padding-left: 40px;">b. Assigns order of march for move by placing elements with the highest critical items in the first serial.</p> <p style="padding-left: 40px;">c. Prepares road movement table(s), graphs, and overlays for the move, using appropriate communications and information systems.</p> <p>NOTE: Under MOPP4 conditions, road movement tables should be increased a minimum of 3 times the normal movement time.</p> <p style="padding-left: 40px;">d. Coordinates advance/quartering party composition and departure time with all subordinate elements' commanders, using appropriate communications and information systems.</p> <p>10. Plans/Intelligence Branch drafts "Reference", "Time Zone Used", and "Task Organization" sections of the movement order.</p> <p style="padding-left: 40px;">a. Lists all maps and overlays, charts, or other documents required to understand the order.</p> <p style="padding-left: 40px;">b. Transcribes time zone used throughout from the OPLAN.</p> <p style="padding-left: 40px;">c. Identifies task organization as directed by S2/3.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>11. Plans/Intelligence Branch drafts paragraph 1, Situation.</p> <ul style="list-style-type: none"> a. Provides weather forecast for duration of move and its effect on route(s). b. Provides terrain analysis and its effects on the move. c. Lists enemy disposition, strength, and capability factors affecting movement. d. Lists all friendly units that provide support during the move. e. Lists attachments and detachments initiated for movement purposes only. <p>12. Plans/Intelligence Branch drafts paragraph 2, Mission.</p> <ul style="list-style-type: none"> a. States those tasks to be accomplished, addressing who, what, when, why, and where. b. Provides overall movement mission statement that includes the purpose of movement and the start times. <p>13. Plans/Intelligence Branch drafts paragraph 3, Execution.</p> <ul style="list-style-type: none"> a. Provides brief statement on the concept of the move. b. Lists all subordinate elements' taskings required to complete the move. c. Lists all coordinating instructions applicable to two or more subordinate elements and the HQ. <p>14. S4 Section drafts paragraph 4, Service Support.</p> <ul style="list-style-type: none"> a. Lists all units and the service support they provide to at least two subordinate elements and the HQ. b. Lists all traffic control support that affects at least two subordinate units and HQ. c. Lists the element's service support functions. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>15. Plans/Intelligence Branch drafts paragraph 5, Command and Signal and the Authentication Section.</p> <p style="padding-left: 40px;">a. Lists position of command group in the sub-elements move and the location of HQ during the move.</p> <p style="padding-left: 40px;">b. Lists CP closing and opening times and new location.</p> <p style="padding-left: 40px;">c. Lists all communications information.</p> <p>NOTE: List includes effective SOI, instructions on the use of radio and pyrotechnics, and any restrictions or special communications procedures.</p> <p style="padding-left: 40px;">d. Lists acknowledgement instructions appropriate signature block, and distribution instructions.</p> <p>16. Plans/Intelligence Branch distributes movement order.</p> <p style="padding-left: 40px;">a. Forwards draft movement order to the S2/3 for approval or modifications.</p> <p style="padding-left: 40px;">b. Coordinates movement order review with other staff sections.</p> <p style="padding-left: 40px;">c. Distributes approved movement order to appropriate staff sections, subordinate, and attached units, using appropriate communications and information systems.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>2. Staff Sections provide a support analysis of tentative operational areas, using appropriate communications and information systems.</p> <p style="padding-left: 40px;">a. Identify specific functional area advantages and disadvantages of proposed areas by reviewing Corps and Division Analyses of the AO.</p> <p style="padding-left: 40px;">b. Provide a communications support analysis citing advantages and disadvantages of proposed areas.</p> <p style="padding-left: 40px;">c. Provide a distribution analysis citing advantages and disadvantages of proposed areas.</p> <p style="padding-left: 40px;">d. Provide an NBC defense analysis citing advantages and disadvantages of proposed areas.</p> <p style="padding-left: 40px;">e. Provide ADP analysis citing advantages and disadvantages of proposed areas.</p> <p style="padding-left: 40px;">f. Provide OPSEC analysis citing advantages and disadvantages of proposed area.</p> <p style="padding-left: 40px;">g. Provide a logistics analysis citing advantages and disadvantages of proposed areas.</p> <p style="padding-left: 40px;">h. Forward analysis reports to S2/3 Section.</p> <p>3. S2/3 Section selects final sites for subordinate elements and HQ.</p> <p style="padding-left: 40px;">a. Identifies specific missions for each subordinate element and HQ.</p> <p style="padding-left: 40px;">b. Identifies proposed locations of all subordinate elements and HQ.</p> <p style="padding-left: 40px;">c. Posts proposed HQ and subordinate elements' positions on the situation map(s).</p> <p style="padding-left: 40px;">d. Coordinates proposed site selections with subordinate elements and staff, using appropriate communications and information systems.</p> <p style="padding-left: 40px;">e. Briefs proposed sites and rationale to the commander or XO for approval or modifications.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>f. Forwards approved site selections to Corps and/or Division HQ, staff, RCPOC and subordinate elements, using appropriate communications and information systems.</p> <p>g. Prepares map overlays with all appropriate boundaries, supply routes, and subordinate elements locations using symbols IAW FM 101-5-1, using appropriate communications and information systems.</p> <p>4. S2/3 Section formulates a tentative CP area layout plan.</p> <p>a. Selects a general location for the CP.</p> <p>b. Designates location of subordinate elements.</p> <p>c. Prepares a traffic circulation plan, which depicts the traffic pattern for key roads in the general and CP area.</p> <p>d. Prepares communication plan, which shows wire diagrams that connect all subordinate elements and includes instructions for runners system until wire communications are operational.</p> <p>e. Prepares a hasty security plan, which provides minimum requirements for all subordinate elements.</p> <p>f. Disseminates layout plan to all subordinate elements and the advance/quartermaster party leader, using appropriate communications and information systems.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>e. Dispatches communications element to assembly area for departure.</p> <p>f. Ensures radio communications exist during a move between the start point and release point.</p> <p>2. S6 Section/Communication Branch provides assistance for area communications system hookup.</p> <p>a. Identifies locations of the switchboard in coordination with HQ advance/quartermaster party leader.</p> <p>b. Identifies all other elements that require area communication system hookup.</p> <p>3. S6 Section/Communication Branch installs local and area networks.</p> <p>a. Determines digital communications service requirements.</p> <p>b. Ensures digital communications links with higher, adjacent, and subordinate units.</p> <p>c. Plans backup means of communications.</p> <p>d. Implements backup means of communications.</p> <p>4. S6 Section/Communication Branch performs system/software security manager functions.</p> <p>a. Issues passwords.</p> <p>b. Installs antivirus software.</p> <p>c. Performs CSSCS network management functions in support of Support Operations Section.</p> <p>d. Coordinates with the CSSAMO to resolve application problems with CSS STAMIS and CSSCS.</p> <p>e. Advises the commander, staff and subordinate units on communications matters.</p> <p>f. Coordinates with Support Operations Section to ensure COOP is included in communications estimate/plan.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>5. S6 Section/Communication Branch establishes wire communications.</p> <ul style="list-style-type: none"> a. Identifies locations of all subordinate elements' CPs. b. Plans wire and telephone installation. c. Prepares a telephone traffic diagram. d. Installs telephone switchboard. e. Installs telephones. f. Lays wire for communications between switchboard and other subordinate elements. g. Establishes wire communications between LOC and switchboard. h. Establishes other wire communications between switchboard and other subordinate elements when area signal support personnel arrive. i. Tests each telephone circuit to ensure there are no breaks in the wire system. <p>6. S6 Section/Communication Branch Chief selects radio communication site.</p> <ul style="list-style-type: none"> a. Selects best location for primary communication site based on tactical and technical requirements in coordination with the advance/quartermaster party leader. b. Identifies support requirements for communication sites, such as fuel, water, maintenance, and rations. c. Selects alternate site(s). d. Selects locations away from power lines and other friendly sources of frequency interference. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>e. Establishes physical security control of COMSEC material and documents containing EEFI.</p> <p>f. Incorporates signal site defense plan with overall defense plan, using appropriate BFACS.</p> <p>7. S6 Section/Communication Branch establishes generator power.</p> <p>a. Selects sites.</p> <p>b. Establishes fire and fuel storage points.</p> <p>c. Levels generator sets.</p> <p>d. Conducts preoperational PMCS.</p> <p>e. Grounds generator sets.</p> <p>f. Connects DC power cable.</p> <p>g. Performs starting procedures.</p> <p>h. Accomplishes transition to generator power with minimum interruption of communications.</p> <p>i. Constructs sound barriers and screening system to muffle noise and minimize heat signal.</p> <p>j. Operates generator sets IAW appropriate TM.</p> <p>8. S6 Section/Communication Branch establishes a message center.</p> <p>a. Establishes primary and alternate messenger routes and schedules.</p> <p>b. Coordinates pickup and delivery times with users.</p> <p>c. Identifies type of messengers to be used.</p> <p>d. Establishes message control and accountability procedures.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>g. Coordinates CSSCS network management with support operations personnel.</p> <p>h. Troubleshoots communications equipment or system problems with unit's users.</p> <p>i. Ensures analog and digital communications with higher, adjacent and subordinate units.</p> <p>2. S6 Section operates the HQ NCS.</p> <p>a. Opens net IAW current SOI/SSI.</p> <p>b. Challenges all stations in net as required in the SOI/SSI.</p> <p>c. Controls entry and departure of all stations.</p> <p>d. Corrects all errors in net operating procedures.</p> <p>e. Enforces station and net restrictions.</p> <p>f. Observes radio and listening silence periods as prescribed by OPORD or commander's directives.</p> <p>g. Completes transition to extended range of radio station within 15 minutes, if required.</p> <p>h. Remotes radio station(s) at least one kilometer, if required.</p> <p>i. Close net IAW SOI/SSI.</p> <p>3. Radio operators transmit and receive messages over the radio net.</p> <p>a. Process messages by precedence and date and time group IAW the TSOP.</p> <p>b. Process incoming messages without errors.</p> <p>c. Forward incoming messages to appropriate element or section.</p> <p>d. Check outgoing messages for completeness and readability.</p> <p>e. Employ approved radio-telephone procedures.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>f. Transmit message IAW precedence, correct format, and prescribed text.</p> <p>g. Employ approved codes and brevity lists when transmitting the names of persons, places, and sensitive information.</p> <p>h. Decrypt all incoming messages.</p> <p>i. Encrypt all outgoing messages.</p> <p>j. Transmit messages for no longer than 20 seconds.</p> <p>k. Employ lowest operational power setting consistent with operational requirements.</p> <p>4. S6 Section maintains land line communications.</p> <p>a. Maintains wire communications between CP and all subordinate units.</p> <p>b. Maintains a hot loop between the command's CP and all subordinate elements, if switchboard is not available.</p> <p>c. Establishes messenger runner when land communications are inoperative.</p> <p>5. Radio operators implement remedial ECCM.</p> <p>a. Identify whether the source of interference is internal or external by disconnecting the radio antenna.</p> <p>b. Continue to operate in an attempt to communicate through the jamming.</p> <p>c. Switch to high power on receiver-transmitters.</p> <p>d. Recommend distant stations switch to high power.</p> <p>e. Relocate radio set (mobile units) to take advantage of terrain features to reduce the effects of jamming.</p> <p>f. Relocate the antenna to take advantage of terrain features to reduce the effects of jamming.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>g. Submit initial MIJI Feeder Voice Template Report to higher HQ communications section.</p> <p>h. Reroute message traffic using alternate means of communications, such as relay (through another station), or wire.</p> <p>i. Request (using alternate means) that the net change to a backup frequency.</p> <p>6. Radio operators implement AM remedial ECCM.</p> <p>a. Identify whether the source of interference is internal or external by disconnecting the radio antenna.</p> <p>b. Continue to operate in an attempt to communicate through the jamming.</p> <p>c. Check for intentional or unintentional interference.</p> <p>d. Check equipment grounding.</p> <p>e. Use radio frequency gain/frequency vernier in an attempt to work through the jamming.</p> <p>f. Relocate the radio set (mobile units) to take advantage of terrain features to reduce effects of jamming.</p> <p>g. Relocate the antenna to take advantage of terrain features to reduce the effects of jamming.</p> <p>h. Submit MIJI Feeder Voice Template Report to the area support Communications Branch and/or supporting signal element.</p> <p>i. Reroute message traffic using alternate means of communications, such as relay (through another radio station), FM, RWI, or wire.</p> <p>j. Request using alternate means that the net change to alternate frequency.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>7. S6 Section maintains generator power.</p> <ul style="list-style-type: none"> a. Operate generators IAW appropriate TM. b. Construct sound barrier and screening system to muffle noise and minimize heat signature. c. Construct fuel storage and fire control point for all generators as prescribed by TSOP and commander's guidance. <p>8. S6 Section employs SIGSEC measures.</p> <ul style="list-style-type: none"> a. Employs COMSEC measures IAW SOI/SSI to deny friendly telecommunications information to the threat. b. Employs ELSEC measures IAW SOI/SSI to protect electromagnetic transmissions, other than communications devices, from threat detection. c. Evaluates TEMPEST controls to identify emanations vulnerabilities and countermeasures. d. Processes initial MIJI Feeder Voice Template Reports from subordinate units. e. Forwards MIJI Feeder Voice Template Reports to the S2/3 Section IAW TSOP and SOI/SSI. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS		
Task Number	Task Title	References
113-573-8006	Use An Automated Signal Operation Instruction (SOI)	STP 10-92M14-SM-TG
		STP 21-24-SMCT

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>c. Supervises maintenance of master policy files.</p> <p>d. Monitors all staff actions for compliance with commander's guidance.</p> <p>e. Coordinates assigned mission with subordinate units' commanders using the appropriate BFACS, radio, or wire.</p> <p>f. Supervises the operations of the LOC.</p> <p>3. Command Section exchanges information.</p> <p>a. Transforms pertinent information into usable data for decision making.</p> <p>b. Coordinates information exchange within, and with higher, adjacent, and subordinate units using the appropriate BFACS, radio, or wire.</p> <p>c. Conducts operational briefings as necessary.</p> <p>4. Command Section provides staff liaison.</p> <p>a. Provides planning assistance to any supported unit, if requested.</p> <p>b. Provides assistance in planning contingency operations, when required.</p> <p>5. Command Section maintains policy files.</p> <p>a. Maintains current policy files by tabbing and indexing.</p> <p>b. Maintains current staff journals.</p> <p>c. Maintains current section's workbook files.</p> <p>d. Maintains current section's situation maps and overlays.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
6. Command Section reacts to loss of key personnel. <ul style="list-style-type: none"> a. Realigns staff based on line of succession or commander's guidance. b. Maintains continuity of operations. c. Forwards casualty reports to personnel channels using the appropriate BFACS, radio, or wire. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>g. Directs subordinate units movement plans validation.</p> <p>h. Directs security plan implementation.</p> <p>i. Verifies readiness status.</p> <p>*2. Executive Officer coordinates staff planning.</p> <p> a. Implements commander's directives in staff planning and policy making.</p> <p> b. Assigns staff responsibilities for preparing movement/deployment plans.</p> <p> c. Monitors all staff actions for conformity to commander's guidance.</p> <p> d. Coordinates deployment mission with subordinate unit commanders.</p> <p> e. Consolidates input from staff sections for commander's briefing.</p> <p> f. Prepares commander's briefing.</p> <p> g. Identifies redeployment criteria.</p> <p>3. S2/S3 Section analyzes mission.</p> <p> a. Identifies all specified and implied tasks in the WARNO.</p> <p> b. Identifies all documented policies and procedures.</p> <p> c. Coordinates mission parameters and details with higher HQ.</p> <p> d. Coordinates with S1 Section for personnel analysis of mission.</p> <p> e. Coordinates with S4 Section for logistics and movement analysis of mission.</p> <p> f. Verifies maps and overlays for current mission.</p> <p> g. Coordinates with Security Officer to incorporate risk management procedures into the OPLANs.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>h. Incorporates force protection measures into OPLANs.</p> <p>i. Briefs commander and staff on deployment mission.</p> <p>4. Staff Officers conduct readiness review of subordinate units.</p> <p>a. Performs personnel readiness review.</p> <p>b. Performs logistics readiness review.</p> <p>c. Performs OPSEC readiness review.</p> <p>d. Identifies readiness issues.</p> <p>e. Provides recommendations to improve readiness.</p> <p>f. Coordinates with supporting active duty readiness organization for support (RC).</p> <p>5. S2/S3 Section validates MOBPLAN (RC).</p> <p>a. Updates MOBPLAN with current mission information.</p> <p>b. Confirms annex information is correct.</p> <p>c. Coordinates with S4 for review of logistics portions of plan.</p> <p>6. S4 Section validates movement plan.</p> <p>a. Validates movement plans for all modes of transportation indicated in the WARNO.</p> <p>b. Validates equipment status against MCSR.</p> <p>c. Validates AUDEL of subordinate units against unit property books.</p> <p>d. Coordinates for S2/S3 review of subordinate unit and higher HQ movement plans.</p> <p>e. Verifies logistics annexes of MOBPLAN (RC).</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>*7. Staff officers supervise staff actions.</p> <p>a. Identify tasks that must be accomplished in order to deploy by reviewing the movement directive, RSOP, movement plan/order, OPLAN/CONPLANS and commander's guidance.</p> <p>b. Exchange pertinent information relevant to the deployment with the other staff sections.</p> <p>c. Direct preparation of input to the S2/S3 Section for the update of plans, orders, and commander's brief, as required.</p> <p>d. Identify section requirements for deployment verification checklist.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
<p>e. Coordinate with the S4 Section for logistics and movement analysis of mission.</p> <p>f. Prepare command OPORD.</p> <p>g. Verify redeployment maps and overlays.</p> <p>h. Brief commander on redeployment mission.</p> <p>*3. Executive Officer coordinates staff planning.</p> <p>a. Implements commander's directives in staff planning and policy making.</p> <p>b. Assigns staff responsibilities for updating redeployment plans.</p> <p>c. Monitors all staff actions for conformity to commander's guidance.</p> <p>d. Coordinates redeployment mission with subordinate unit commanders.</p> <p>e. Consolidates input from staff sections for commander's briefing.</p> <p>4. Staff Sections conduct readiness review of subordinate units.</p> <p>a. Performs personnel readiness review.</p> <p>b. Perform logistics readiness review.</p> <p>c. Perform OPSEC readiness review.</p> <p>d. Identify readiness issues.</p> <p>e. Make recommendations to bring unit to designated readiness level.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO GO
5. S4 Section validates deployment plans. <ul style="list-style-type: none"> a. Validates equipment status. b. Validates AUEL for subordinate units. c. Coordinates for S2/S3 review of subordinate units and battalion redeployment movement plans. *6. Staff Officers supervise staff sections. <ul style="list-style-type: none"> a. Direct preparation of redeployment plans and orders. b. Direct preparation of draft input for commander's brief. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO/NO GO"							

“*” indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

SUPPORTING COLLECTIVE TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

CHAPTER 6

EXTERNAL EVALUATION

6-1. GENERAL. An external evaluation is designed to provide the commander and his staff with an evaluation of the unit's ability to perform its critical wartime missions. Feedback from an external evaluation is also used as a key input for the planning and development of future unit training activities. The unit's METL, in conjunction with the T&EOs of this ARTEP MTP (Chapter 5), provides the primary basis and focus for an external evaluation. An external evaluation is usually planned, administered, and evaluated by the unit. The frequency of such evaluations will be prescribed at the discretion of the unit's chain of command.

6-2. PREPARING THE EVALUATION. A successful evaluation depends on proper preparation, including planning, coordination, and where applicable, a rehearsal or OC talk-through of the major exercise events. The written evaluation plan must contain the pertinent evaluation details.

a. Preparing the Evaluation Instrument. The sample evaluation scenario for the HHC, Transportation Composite Group is provided in Table 6-1.

Table 6-1. Sample evaluation scenario

SEQUENCE	EVENTS	MAXIMUM TIME ALLOTTED
1.	Administrative preparation	Before start time

Part 1

Supervise Deployment		
1.	Plan deployment upon receipt of a warning order	10 min
2.	Direct deployment alert operations	10 min
3.	Establish the emergency operations center	2 hr
4.	Operate emergency operations center	8 hr
5.	Supervise command deployment activities	2 hr
6.	Coordinate soldier readiness program processing support	2 hr
7.	Provide deployment human resources support	2 hr
8.	Coordinate family assistance support	1 hr
9.	Coordinate deployment training support	1 hr
10.	Perform deployment intelligence support functions	1 hr
11.	Provide deployment logistics support	2 hr
12.	Update movement plan/order	1 hr
13.	Coordinate rear detachment support	2 hr
14.	Perform home station rear detachment activities	2 hr
15.	Perform deployment advance party activities	2 hr
16.	AAR	1 hr

Table 6-1. Sample evaluation scenario (continued)

SEQUENCE	EVENTS	MAXIMUM TIME ALLOTTED
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Part 2

Plan Transportation Support		
1.	Conduct mission analysis	3 hrs
2.	Develop staff estimates	1 hr
3.	AAR	1 hr
4.	Select course of action	1 hr
5.	AAR	1 hr
6.	Preparation of OPLAN/OPORD	2 hr
7.	Briefing of OPLAN/OPORD	1hr
8.	Approval of OPLAN/OPORD	15 min
9.	AAR	1 hr
10.	Preparation of annexes	1 hr
11.	Approval of annexes	15 min
12.	AAR	1 hr

Part 3

Supervise Relocation of Subordinate Elements' and Sustainment Resources		
1.	Perform advance/quartering party activities	2 hr
2.	Coordinate onward movement	1 hr
3.	Issue FRAGO	10 min
4.	Road March	1 hr
5.	Cross SP	10 min
6.	Threat interdictions	40 min
7.	Continue road march	1 hr
8.	Cross RP	10 min
9.	AAR	1 hr

Part 4

Supervise Establishment of Subordinate Elements' Bases and Facilities		
1.	Perform advance/quartering party activities	2 hr
2.	Supervise establishment of subordinate elements and HQ	1 hr, 30 min
3.	Establish administrative areas and logistics operations center	1 hr, 30 min
4.	AAR	1 hr

Table 6-1. Sample evaluation scenario (continued)

SEQUENCE	EVENTS	MAXIMUM TIME ALLOTTED
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Part 5

Direct Transportation Services		
1.	Conduct mission analysis	1 hr
2.	Provide transportation support	8 hr
3.	AAR	1 hr

Part 6

Coordinate Force Protection Activities		
1.	Receive threat interdictions	30 min
2.	AAR	1 hr
3.	Level II/III attacks	30 min
4.	Defense responses	30 min
5.	Damage assessment	1 hr
6.	Restoration of support	1 hr
7.	AAR	1 hr

Part 7

Supervise Redeployment of Subordinate Elements to Home Station		
1.	Receive warning order for redeployment	15 min
2.	Coordinate reconstitution for redeployment	1 hr
3.	Prepare redeployment movement plan/order	1 hr
4.	Supervise redeployment activities	1 hr
5.	Provide redeployment support	1 hr
6.	Perform redeployment advance party activities	1 hr
7.	Perform theater rear detachment activities	1 hr
8.	Coordinate home station activities	1 hr, 30 min
9.	Final AAR	2 hr

b. Forecasting and Requisitioning Resources. Resource requirements and planning considerations are identified as the evaluation is expanded and developed. Adequate training ammunition, equipment, and supplies must be forecasted and requisitioned. The evaluating unit will prepare their own consolidated support requirements. The evaluating HQ will have to prepare its own consolidated support list.

c. Selecting and Preparing the Field Evaluation Site. Required size, type of terrain, OPFOR requirements, and administrative requirements are the basis for site selection. For this evaluation an area of _____ meters X _____ meters was selected. The OPFOR is positioned according to threat doctrine. The site must provide space for the administrative area required to support the evaluation.

d. Planning Indirect Fire Simulation. Reaction to indirect fire is an important consideration of the evaluation because it greatly influences the outcome of the battle. Indirect fire simulation requires considerable planning to achieve realism.

(1) The fire marker control system outlined in TC 25-6 is a recommended method of simulating indirect fire. This method may be difficult to support due to the amount of required resources.

(2) The commander may use the evaluation control headquarters method or the simulation without OPFOR method to evaluate the unit's ability to react to indirect fire. If the evaluation control headquarters method is used, the OPFOR will initiate a call for fire to the evaluation control headquarters, which will simulate the tactical FDC. The control headquarters would then relay the delivery data to the OCs who would mark the impact of the round with artillery simulators and assess appropriate casualties. If an OPFOR is not used, the OC may ignite artillery simulators and observe the unit's reactions. The FM 25-series provide assessment and computation tables which may be used to determine casualties. Indirect fire simulation must be realistic and limited to what the unit could reasonably expect under combat conditions.

6-3. SELECTING THE EVALUATORS. OCs must know the unit's missions, organization, equipment, and employment. Senior OC should be at least equal in rank to the unit commander and have successfully performed in that specific or similar command position. The following are minimum rank and experience for OCs:

- a. OC will be an officer with command or staff experience.
- b. Section OC Chief will be of equal or greater rank than the section's OIC or, as applicable; the senior OC NCO will be of equal or greater rank than the section's senior NCOIC.
- c. Recorder will be an officer or NCO at the evaluation control headquarters who receives "kill" information or results and time data from the OCs.

6-4. TRAINING THE EVALUATORS. OCs standardize administration of the evaluation by understanding the following functional areas.

a. Evaluation Design. Each part is designed to evaluate specific missions or tasks within the overall scenario. OCs must thoroughly understand and correctly implement the evaluation.

b. MILES. Each OC, regardless of position, must have full knowledge of the unit's weapons and vehicles and must also thoroughly understand the MILES system being used. The unit commander is responsible for ensuring that all MILES equipment is functioning before each part of the scenario.

c. Evaluation Control System. This system ensures that the evaluation is administered in a consistent and standardized manner and that correct data is collected for the final evaluation. It includes the following elements:

- (1) Rules of engagement.
- (2) OC duties and responsibilities.
- (3) Communication system.
- (4) Evaluation data collection plan.

6-5. RECORDING EXTERNAL EVALUATION INFORMATION. The evaluating HQ develops the data recording instruments for the OCs. The Unit Data Sheet (Figure 6-3, page 6-8) documents demographic information that may reflect on a unit's performance. The Environmental Data Sheet (Figure 6-4, page 6-9) documents weather information that helps observe missions under differing environmental conditions. The Personnel and Equipment Loss Report (Figure 6-5, page 6-10) documents information that may affect the unit's degree of success during engagements with the OPFOR. The senior OC has the overall responsibility for preparation of the external evaluation. This evaluation is based on his own finding and his subordinate OCs input. Subordinate OCs use the task evaluation criteria (T&EO from Chapter 5 and the task summary sheets), to determine overall proficiency in their particular areas. The senior OC compiles the external evaluation results as prescribed by the evaluating commander. Deviations from the task standard assessed by the OC may be addressed in the senior OC comments portion of the UPW.

6-6. SELECTING AND TRAINING THE OPFOR. The selection and training of the OPFOR is crucial to the success of a standardized evaluation. The OPFOR provides one of the control measures that influence the condition under which the evaluation is administered. The unit should face an opponent who realistically resembles the threat in strength, weapon, and skill.

a. Selection. Any qualified skill level 1 or 2 soldier can serve as OPFOR. Ideally, they should be a small cohesive unit under the control of their leader or commander.

b. Training. The OPFOR must understand the following six major areas:

- (1) Installation and operation of the MILES devices.
- (2) Rules of engagement.

- (3) Threat small unit tactics
- (4) Training scenarios.
- (5) OPFOR weapons and equipment, if available.
- (6) Safety.

UNIT DATA SHEET						
1. UNIT DESIGNATION _____						
DATE: _____						
2. UNIT LEADERS: (CIRCLE MOST CORRECT ANSWER)						
POSITION	RANK	TIME IN UNIT (MONTHS)				
CDR	MAJ/CPT	1-3	4-6	7-12	13-18	OVER 19
XO	CPT/LT	1-3	4-6	7-12	13-18	OVER 19
S1	CPT/LT	1-3	4-6	7-12	13-18	OVER 19
S2/S3	MAJ/CPT	1-3	4-6	7-12	13-18	OVER 19
S4	CPT/LT	1-3	4-6	7-12	13-18	OVER 19
CO CDR	CPT/LT	1-3	4-6	7-12	13-18	OVER 19
3. UNIT STRENGTH (excluding leaders): _____						
4. EQUIPMENT SHORTAGES (major items):						

5. COMMENTS:						

EVALUATOR SIGNATURE:						

Figure 6-3. Unit data sheet

ENVIRONMENTAL DATA SHEET						
EXERCISE NUMBER AND DESCRIPTION:						
DATE/TIME EXERCISE STARTED:						
DATE/TIME EXERCISE ENDED:						
1. WEATHER CONDITIONS: (Circle appropriate description)						
Clear	Partly Cloudy	Hazy	Raining	Snowing	Fog	
Other:						
Temperature						
2. GROUND CONDITIONS: (Circle appropriate description)						
Dry	Wet	Ice	Snow			
Other:						
3. LIGHT CONDITIONS: (Circle appropriate description)						
Day	Night					
Moon Phase	¼	½	¾	Full		
Average Range of Visibility Due to Light:						
4. TERRAIN (Circle appropriate description)						
Flat	Rolling	Mountainous	Jungle	Desert	Urban	Arctic
Other:						
Top Soil:	Sandy	Rocky	Clay	Other:		
Average Range of Visibility Due to Terrain:						
5. REMARKS:						

Figure 6-4. Environmental data sheet

c. OPFOR Strength.

(1) Offense. Using MILES, the unit should outnumber the OPFOR three to one if an attack is to be successful. If the OPFOR is stronger than this ratio, only the most exceptional unit will be successful. They must be armed with weapons capable of defeating any of the unit's assets. As a general rule, the OPFOR should be strong enough to offer the unit a realistic challenge, but one that the unit can defeat when proper tactics are employed.

(2) Defense. The OPFOR, at a minimum, should have a three to one ratio of superiority, because anything less will not have sufficient weapons and ammunition to conduct a successful attack. They must be more than merely a series of targets to be destroyed. The OPFOR should be allowed to plan their own attack for each mission and not be forced into a "canned" attack that all units will quickly defeat. Once the OPFOR establishes their plan, they must use the same plan for all other like units for that event in order to maintain the objectivity and standardization of the evaluation.

6-7. CONDUCTING THE EVALUATION. An evaluation is divided into three distinct areas. Each area requires a different degree of preparation and coordination.

a. Pre-evaluation.

(1) The senior OC and all other OCs must recon the evaluation area to know the unit's boundaries, disposition of the OPFOR, and the most likely avenues of approach throughout the field evaluation site's area of operation.

(2) The unit must prepare an OPORD and FRAGO to control the exercise. An order is prepared for each mission in the evaluation scenario. These can be prepared by using the skeleton orders contained in the STX's contained in Chapter 4.

(3) Unit preparatory activities include installation and troubleshooting of MILES equipment, loading vehicles, conducting inspections, and performing other logistics and administrative actions, as required.

(4) The OPFOR is placed in position and briefed while the unit is conducting its preparatory activities.

(5) In this evaluation scenario, the unit is issued a movement order to move to an assembly area. When the assembly area has been occupied, the OPORD is issued. The OCs should make equipment functions check after the unit occupies the assembly area and after the unit leaders have issued their instructions.

b. Evaluation.

(1) The evaluation team controls the evaluation in two ways. First, it uses measures established in both the movement order and in paragraphs 3 and 5 in the OPORD or FRAGO. Second, the team controls the evaluation through the team commander (simulated by the senior OC for this evaluation) on the team net. The team does not control in the traditional sense, instead it accompanies the unit as observes. Only the senior OC has direct verbal contact with the unit commander. All other OCs do not speak to, aid, advice, and point out positions or in any way to influence the unit's performance, except for a possible or actual safety issue of emergency. OCs are neutral throughout the evaluation.

(2) Once the senior OC issues the OPORD and movement order, the unit commander executes the event and actions prescribed in the first part of the evaluation scenario within the estimated time. From this point on, all successive parts begins with a FRAGO.

(3) The senior OC terminates a part when the unit has completed all the events and actions in a particular area or has suffered so many casualties or damage that the part cannot be completed. The OC must record the reason for the termination in the margin of the OCs Task Summary Sheets and report his action to the evaluation control headquarters. In the sample evaluation scenario, the completion of each event or action is indicated by “conducting sustain operations.” During this period, the senior OC will direct the unit to remain in position while “replacements” (personnel and equipment designated as killed or destroyed) are sent forward to reconstitute the unit. At this time, the OC must perform the following actions:

(a) Inspect all MILES equipment and record “kill” codes and reset equipment. Any damaged or inoperative MILES equipment is replaced.

(b) Resolve all casualty data to determine the time, place, number, and cause of casualties. This information is reported to the recorder in the evaluation control headquarters.

(c) Debrief the unit to resolve questions. Afterwards, the senior OC directs the unit to continue its mission after it receives a FRAGO or OPORD for the next part.

(4) The OCs should follow these guidelines.

(a) Report major “kills” (vehicles, groups).

(b) Report major weapons fired. Together with reporting major kills, this is the best method for determining direct fire effectiveness. Both significant firing and hits are reported to the evaluation control headquarters.

(c) Enforce rules of engagement.

(d) Observe critical tactical events of time. OCs must spot and record any action that might have an effect on later performance or mission outcome.

(e) Record travel routes and unit’s location.

(f) Inform OPFOR controllers of the unit’s location, direction, and intent. This is necessary to enable OPFOR action to be controlled in accordance with the desired sequence of events.

(g) Enforce safety.

(h) Terminate mission.

c. Post Evaluation. After the evaluation is terminated, the unit moves to an assembly area and performs the following actions.

- (1) The unit OC debriefs subordinate OCs and compiles all data (evaluator packets) for the evaluation.
- (2) The unit OC must complete the task summary sheets.
- (3) The unit OC must turn in all completed OC packets (with the OC scoring system) to control headquarters for recording and analysis.
- (4) The unit OC must conduct an AAR of the unit's performance.
- (5) Each element OC should conduct an AAR of his elements performance.

6-8. PREPARING THE AFTER ACTION REVIEW. At the completion of each evaluation part, the AAR leader provides feedback to the unit in order to increase and reinforce learning. Because all members of the unit participate in an AAR, each member becomes a source of feedback. This provides a richer "data base" for key points. The AAR leader will draw information from each member, which becomes an important part of the discussion. This information is the basis for discussing alternate courses of action. Preparing the AAR involves five steps:

a. Review training orders and objectives. Training objectives are the focus of the discussion of the exercise results. The FRAGOs and OPORDs included in the exercise design implement these objectives. The OC should be familiar with the objectives, FRAGOs, and OPORDs so that he can note orders given by leaders of the evaluated unit and its subordinate elements that either implement these objectives or deviate from them.

b. Observe the exercise. This is an active process. The emphasis is on those actions that make the difference between the unit's success or failure. The OC does not need to remain close to the unit leader, since more can be seen from higher ground near the lead element's location or along the unit's route of march. Since unit orders identify important activities and checkpoints, the OC must be present when the commander issues the order. The OC should position himself where he can best observe anticipated critical events include.

- (1) Conducting a road march.
- (2) Crossing a radiological contaminated area.
- (3) Performing unit supply operations.
- (4) Responding to an NBC attack.

c. Select the site and assemble the participants. After the exercise, select a site for the AAR. If possible, hold the AAR where the majority of action occurred, where most of the critical events took place (normally where the OPFOR was positioned), or where the terrain can be observed. Usually, the OPFOR or unit objectives are suitable for assembling the players and conducting the AAR.

d. Debrief the OCs. While the units are moving to the selected site, the OCs should be debriefed. The senior OC must have a complete understanding of what happened in the exercise. The fourth step in AAR preparation is to obtain a detailed description of the exercise's event in the order in which they occurred.

e. Review the events. After the senior OC has an understanding of what happened during the exercise, he reviews the events, which are ranked in terms of their relevance to the training objectives and contributions to the exercise outcome. He selects the events that can be covered in detail during the time allowed for the AAR and places them in chronological order.

6-9. CONDUCTING THE AFTER ACTION REVIEW. Conducting the AAR requires the following five steps.

a. Organize the participants. When the OC and AAR leader assembles the participants, he groups them according to their organization in the exercise. Each subordinate element's OC is with the element for which he is responsible.

b. State the training objectives. The AAR leader makes a brief statement of the training objectives for the exercise. These are described as specifically as possible. He states any additional teaching points that he intends to cover during the AAR. These should be limited to three or four key points in order to keep the AAR focused and prevent it from becoming excessively long.

c. Lead the discussion. The AAR leader guides the discussion of the events in their order of occurrence. Diagrams help players visualize the exercise development. The AAR leader starts by sketching the main terrain features and as the AAR proceeds, has the participants draw routes of advance, objectives, and locations of engagements. Each event is discussed in detail to make teaching points about the unit's performance during the event. In an effective AAR, the AAR leader should:

- (1) Avoid giving a critique or lecture.
- (2) Guide the discussion by asking leading questions.
- (3) Suggest the players describe what occurred in their own terms.
- (4) Suggest the players discuss not only what happen, but also how it happened and how it could be done better.
- (5) Focus the discussion to ensure that important tactical lessons are made explicit.
- (6) Relate events to subsequent results.
- (7) Avoid detailed examination of events not directly related to major training objectives.

(8) Encourage the participants to use diagrams to illustrate teaching points and how to show routes, phase line, and objectives.

(9) Prohibit players from offering self-serving excuses for inappropriate tactical actions.

d. Review the sequence. The AAR leader reviews the events associated with the hazards of the risk assessment made prior to the exercise.

(1) Were effective controls put in place to avoid accidents?

(2) Was training realism reduced through artificial control measures?

(3) Were all participants aware of hazards down to the lowest level?

(4) Did any hazard present itself that was not identified and what was done to overcome it?

(5) Discuss each incident of fratricide or near fratricide and how it can be avoided in the future.

e. Summarize key points. The AAR leader briefly summarizes teaching points in terms of training objectives covered in the AAR. After the summary, he can have a private conversation with the unit commander regarding his strengths and weaknesses, and what he can do to improve his performance and that of his unit. A good AAR leader does the following.

(1) Maintain order and discipline.

(2) Reviews the training objectives.

(3) Addresses important events as they occurred and how the unit could have done them better. During the discussion, the leader avoids a detail examination of events not directly related to the training objective.

(4) Traces the chain of events so all participants understand the results of mistakes. One mistake is often the partial cause of another.

(5) Clearly relates tactical events to teaching points.

(6) Involves participants in the discussion.

(7) Clearly and concisely gives summary and new training objectives.

(8) Reinforces points by using sketches, diagrams, or terrain models.

Reference materials for conducting an AAR are TC 25-20 and FM 25-101.

APPENDIX A

COMBINED ARMS TRAINING STRATEGY

A-1. PURPOSE. This appendix provides, as part of the CATS, the Combined Arms Command's recommended strategy for training a unit. This appendix has three parts. The first part describes CATS and explains how CATS fits into the training planning process as described in FM 25-101. The second part explains how to read the strategies. The third part explains how to integrate CATS into the long-range and near-term planning process.

Section I. CATS AND THE TRAINING PLANNING PROCESS

A-2. TRAINING PLANNING PROCESS. FM 25-101 describes a three-step process, based on the unit METL and ending in training execution. Figure A-1, page A-2, is a graphic representation of the process. CATS does not replace this process. It is a training tool that enhances the commander's ability to use the training planning process to manage his training and optimize the use of scarce training resources. CATS unit strategies describe recommended training events and the event frequency. Units may train all or some of these events. A unit's training frequency may or may not match that in the CATS strategy. Whatever a unit's training requirements, CATS provides a framework for use in making decisions on the training to be conducted. The training strategy outlined in CATS is designed to help commanders at all levels develop and execute a more efficient training program. Any given strategy addresses all units Army-wide of the same TOE. The specific makeup of the unit's training program is dependent upon its METL, guidance from higher headquarters, and the resources available at the installation or training environment. CATS unit strategies are descriptive in nature and intended for use as a guide for commanders.

A-3. CATS. CATS is the Army's training strategy that integrates combined arms training for heavy, light, and special operations forces, the active and reserve components, in the unit, and institution environments. It provides an azimuth to guide Army training and identifies the resources required to support that training. It enables the Army to identify, manage, and program the acquisition of training resources. CATS evolved from the need for more efficient training based on expected resource constraints. At the US Army level, CATS gives the rationale for acquiring training resources through the development of unit and institutional training strategies. The strategies provide recommended training frequencies and identify the training resources needed to support the strategy.

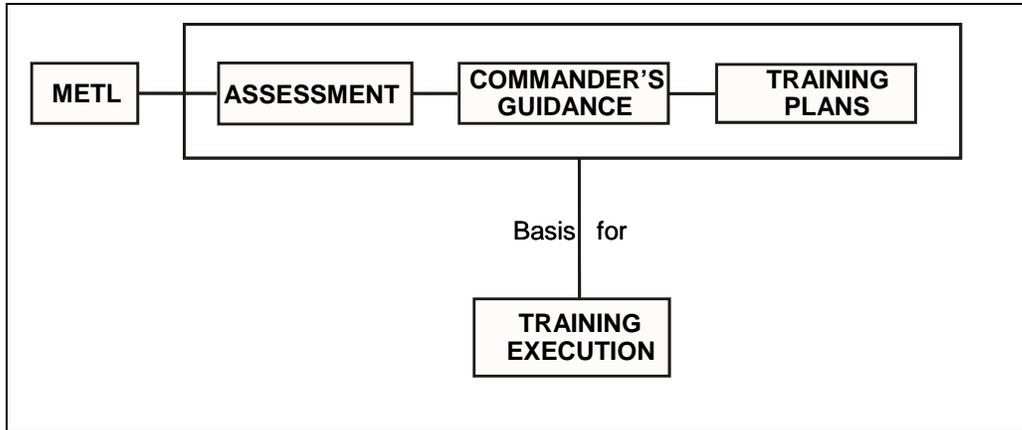


Figure A-1. Training Planning Process

A-4. TERMS. The information in this paragraph explains the terms listed in Figure A-1. For information on the training planning process, see FM 25-101.

- a. The METL is an unconstrained, unprioritized statement of the tasks required to complete the wartime mission. It is the source of training planning activities.
- b. Assessment is the beginning of the training planning process. It is the commander's evaluation of the unit's training level based on the METL.
- c. Commander's Guidance consists of long-range planning calendars and CTG issued to the battalion from the division. It serves to focus the training efforts of the battalion in accordance with the division commander's priorities. The battalion in turn issues CTG for its subordinate companies.
- d. Training Plans are a collection of schedules and other supporting documents which carry out the commander's guidance.
- e. Training Execution is the actual performance of the training scheduled in the training plans portion of the training planning process.

A-5. APPLYING CATS. The information in this paragraph explains how to apply CATS to the training planning process. Figure A-2 is a graphic representation of the process.

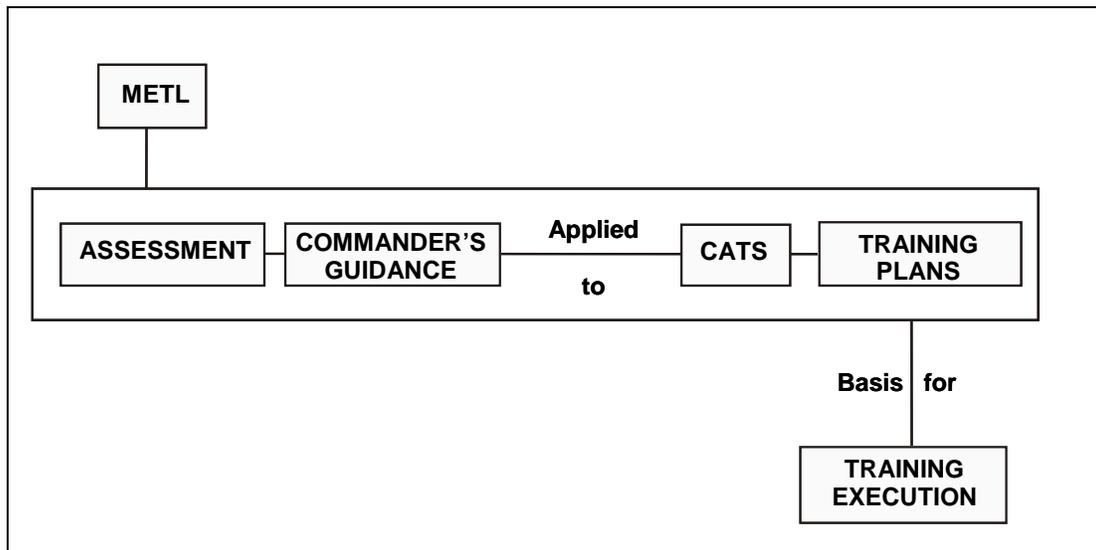


Figure A-2. Training Planning Process

a. The commander determines the exact events and tasks to be trained based on his METL and guidance from higher headquarters.

(1) The unit trains tasks during events established in FM 25-100, FM 25-101, and CATS.

(2) The unit trains its METL by training soldiers, and their appropriate sections, in their wartime tasks. The unit applies CATS to its training plans by applying the training events, frequencies, and critical gates contained in strategies to the CTG in developing training plans. The commander and training officer/NCO uses the critical gates identified in the strategies to ensure basic tasks are trained prior to moving on to training more complex or resource intensive tasks. The performance of training gate tasks is always evaluated by the commander and serves as the basis of additional training efforts. For example, a TEWT should be used to train METL tasks prior to conducting a complex and resource intensive event like a CFX.

(3) TADSS-based training uses a mix of TADSS and live fire/field training. The strategies show those TADSS within the Army's system or year projected for fielding. The TADSS may not be available at the installation or training environment.

b. The strategies can be viewed as training plans for generic type units. By inserting extra steps into the training process, commanders evaluate and apply the components of their CATS strategies to their particular training programs and environments. The optimal frequencies identified in the strategies may have to be adjusted depending upon the unit's training status or its resorting.

Section II. STRATEGY ORGANIZATION AND INTERPRETATION

A-6. UNIT TRAINING STRATEGIES. This paragraph explains the strategy organization and explains how to use it. The unit training portion of CATS is a series of separately generated training strategies. These strategies describe the events, frequencies, and resources recommended to train to standard. As part of the unit training strategy development process, TRADOC established a standard format to depict unit training strategies. The unit training strategy is a descriptive strategy for training and sustaining soldier and collective task proficiency. The tasks to be trained at a particular unit will be based on the unit's METL. The unit strategy in this appendix covers all CSS units. The unit training strategies have three major components -- Maneuver, Gunnery, and Soldier.

a. The Maneuver strategy is descriptive. It provides recommended training frequencies for collective training events in a unit. The events come from FM 25-100, FM 25-101, or the glossary of this MTP. The Maneuver strategy helps a unit maintain MTP standards and depicts the resources required to support training events.

b. The Gunnery Component has individual/crew served weapons strategies that the Infantry school developed. These strategies can also be found in DA Pamphlet 350-38 and DA Pamphlet 350-39, or appropriate weapons FMs.

c. The Soldier Component is a descriptive strategy for training individual soldier skills. It lists the resources required to support soldier training, and links with and supports a collective training strategy.

A-7. ELEMENTS OF THE UNIT STRATEGIES. The unit training strategies are in matrix formats. The matrix lists the unit size levels, training events or training exercises, training event frequencies for both active and reserve components, critical gates, and training resources.

a. Training levels are units, training elements, or echelons (such as individual through corps) that execute specific training events.

b. Training events are types of collective training exercises identified in FM 25-101 or the glossary of this MTP. Training events identify the recommended exercises units should conduct to train to MTP standard. Units normally conduct events in a progressive and sequential manner. For example, a TEWT should be conducted before conducting a CFX. A CPX should be conducted before conducting an FTX.

c. Training event frequencies are the suggested number of times that an event should be trained during a training cycle to attain or maintain MTP standards. AC units use an annual cycle. RC unit's conduct training on a 4-year cycle.

d. A critical gate is a training event that must be completed and evaluated before moving onto a more complex, resource intensive or hazardous event. MACOM or field commanders may direct performance of critical gate training tasks to an established standard prior to performing more complex or resource intensive tasks.

e. The unit training strategies identify the resources that will be used to support each training event. These resources are:

- OPTEMPO.
- Ammunition.
- TADSS.
- Training Land.
- Training Ranges.

The resources listed in the strategies represent those that are available now.

(1) OPTEMPO figures reflect the annual operating miles/hours for the base vehicle for a particular unit, per event. The OPTEMPO figures come from the BLTM. When no BLTM was available, the proponents developed an estimated OPTEMPO required to support all the annual iterations of that training event.

(2) Ammunition figures reflect the ammunition required to support training events as prescribed in DA Pamphlet 350-38. The maneuver/collective strategies reflect blank ammunition requirements. Live ammunition appears on the Gunnery strategies. Pyrotechnics appear on the maneuver/collective component.

(3) TADSS are training aids, devices, simulators, and simulations that support specific training events. TADSS listed are those in the system and non-system TADSS that are fielded. For example, Battalion and BBS is identified as a primary TADSS to support battalion staff and headquarters company/detachment's CPX training.

(4) Training Land is a resource category that will list the recommended training land in kilometers by event to conduct maneuver training. The reference is TC 25-1. A particular unit will determine the actual amount of training land needed by METT-TC and the characteristics or condition of the training land available to the unit.

(5) Training Range is a resource requirement that supports weapons training events. The information comes from TC 25-8.

A-8. GUIDE TO THE UNIT STRATEGIES. This paragraph provides a guide to reading the collective, gunnery, and soldier components. Generally, the leader using the matrices for planning will have a METL (or other list of critical tasks in which his unit must be proficient) and will be looking for guidance about appropriate training methods. The key to using CATS for unit training management is understanding the strategy and its various components. The strategy is organized by functional area and echelon to be trained. It has eight interactive components, expressed as columns in a matrix format. An example matrix for one mission/task is at Table A-1, page A-7. The columns provide the following information:

- Column One records the mission and supporting tasks requiring training. The entries in Column One consist of the appropriate MTP missions and tasks.
- Column Two shows the desired frequency of and interval between repetitions of the task(s). Both the unit's personnel turnover rate and the rate of progress need to be considered in determining how frequently to train.

- Column Three lists alternative "training means"--combinations of events and media (live or simulation)--that might be selected to train this mission/task. Commanders must select an appropriate means for each training event conducted.
- Column Four lists the estimated duration of each means (determined by the event more than by the medium). Commanders need to ensure adequate time is available for each task.
- Column Five shows a means quality rating, related to the cost and realism of the event/medium. When choosing events and media, the resource costs of different training media must be balanced against the needs for realism and repetition. Generally, as the unit becomes more proficient, realism should increase.
 - An "A" level means is identified as a CTC deployment and training activity.
 - A "B" level means is described as a well assigned home station training exercise.
 - A "C" level means is described as a partial task training exercise.
 - A "D" level means is described as a subtask training exercise.
- Column Six identifies the training unit/audience for the event. The information in this column is drawn from the appropriate MTP.
- Column Seven gives the prerequisite training (training "gates") that should be attained by the members of the training audience prior to the execution of the means in Column 3. If the training audience has not attained the specified level of proficiency, the means cannot achieve the quality indicated in Column 5.
- Column Eight provides a place to record detailed comments concerning the purpose and desired outcome of each event along with other remarks or guidance.

Table A-1. Example CATS Task Matrix							
Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7	Column 8
<u>Task</u>	<u>Freq/Interval</u>	<u>Means (Event/Media)</u>	<u>Estimated Duration</u>	<u>Quality (A-D)</u>	<u>Training Unit (Audience)</u>	<u>Prerequisite Training Gates</u>	<u>Remarks: Includes purpose of event; outcome being supported; and comments about execution of the event/ constraints posed by TADSS.</u>
RECALL PROCEDURES <u>XX-X-XXXX</u> To train company on recall procedures: Direct Deployment Alert Activities 63-6-4850	12/Monthly	7 STX (Telephonic/ Non-telephonic Alert)	2-3 hrs	C	Battalion	Telephonic and non- telephonic recall procedures and rosters current	PURPOSE: To verify recall rosters and procedures. OUTCOME: To maintain the ability to rapidly alert, assemble, prepare, deploy, marshal, and outload on any mode of transportation, all TOE equipment and personnel with minimum outside assistance. REMARKS: None.

Section III. INTEGRATION OF CATS IN THE PLANNING PROCESS

A-9. INTEGRATING CATS. This portion of the appendix explains how to integrate CATS into the planning process. It focuses on long range planning conducted at brigade and above. To understand how CATS fits into this process, a brief summary of Chapter 3, (Planning) from FM 25-101 is provided.

A-10. THE PLANNING PROCESS.

a. Long-Range Planning.

(1) Assessment. Assessment is the start of the long range planning process. Using their evaluations, the input of subordinate leaders, and the results of training evaluations, commanders assess their unit's training level on METL tasks. The assessment serves as the basis for the commander's training strategy for sustainment and improvement training. Commanders at all levels do this assessment function. An integral part of the assessment is the identification of required training resources and shortfalls. The commander also must synchronize the actions of supporting units and agencies to ensure proper training execution.

(2) In creating their training strategy, commanders ensure training:

- Is METL focused.
- Incorporates combined arms.
- Identifies who, when, and where to train.
- Has a logical sequence of execution.
- Identifies the type of exercise to be trained.
- Determines the frequencies of a given task.
- Coordinates all events.
- Matches resources to requirements.

The strategy that meets these requirements results in the commander's training guidance.

(3) Senior commanders (brigade and above) provide subordinate commanders with long range training calendars, the commander's training guidance, resources to train, and protection from training distorters. Commanders often provide recommended training events frequency.

b. Short-Range Planning. The short range planning process refines the guidance that results from the long range planning process. Subordinate commanders use this guidance to create their training calendars. Guidance on the short-range training process can be found in the CATS appendix in the unit's MTP.

A-11. CATS AND THE PLANNING PROCESS. CATS serves the unit commander as a training management and training resource identification tool. As a training management tool, it allows the unit commander to more efficiently manage his training program, with limited resource availability. As a training resource identification tool, it identifies the resources within the Army's inventory to conduct training. The availability of those resources will vary, depending on location.

a. Long-Range Planning.

(1) Assessment.

(2) The CATS strategy:

- Is METL focused.
- Incorporates combined arms.
- Identifies who, when, and where to train.
- Has a logical sequence of execution.
- Identifies the type of exercise to be trained.
- Determines the frequencies of a given task.
- Coordinates all events.
- Matches resources to requirements.

(3) CATS provides a convenient vehicle for the transmission of the commander's training guidance. It serves as the basis for the long-range calendar and provides subordinate commanders with recommended frequencies of training events.

(4) Execution. The following example shows how CATS could fit into the long range planning process.

b. The Company/Detachment Maneuver Training Strategy lists the recommended frequencies for required annual training events. In particular, for the STX it lists 10 iterations. The optimal training frequency is for the company/detachment staff to train the event 10 times in a given year, 1 STX per month for 10 months. The frequencies listed in CATS would be trained as follows:

- 2 events per year - semi-annual training
- 4 events per year - quarterly training
- 6 events per year - bimonthly training

c. Naturally, the training year may not support such a neat breakdown of training events. CATS provides the flexibility to adjust the events to meet each unit's specific requirements. A key point here is the idea of critical gates. As one can see, STX is a critical gate for FTX. Every task that is a critical gate should be conducted before conducting the more complex task. Gates serve to ensure basic tasks essential to the successful performance of complex tasks are trained and evaluated prior to the performance of complex tasks. Critical gates may also serve as a type of preview or "rehearsal" for a follow-on training event.

d. Assume the commander has identified platoon leadership as a particular weakness in the unit. The commander decides he wants to run platoon STX exercises twice a month to train the platoon/section/crew/squad leadership elements.

e. Using this guidance, simply go to the company strategy and substitute 24 for 12. If the frequencies for the other events are acceptable, the unit now has a coupled commander's strategy. In this manner a CATS base strategy is tailored to meet a commander's assessment and training needs.

f. Short Range Planning. The application of CATS Battalion Staff and Headquarters Company/Detachment's unit training strategies to battalion short range planning and the battalion quarterly training calendar is seen as follows:

Recommended Company/Detachment Calendar Using CATS Maneuver Strategy.

1st Month

- Week 1 - Drill Training (1)
- Week 2 - Cell/Staff/Section Training (1)
- Week 3 - Cell/Staff/Section Training (1)
- Week 4 - STX (2)

NOTES:

1. The collective tasks trained during the weekly Cell/Staff/Section training periods support company METL tasks and are trained according to the commander's assessment and his priorities outlined in the CTG. Soldier training tasks trained during this month are soldier/leader supporting performance of the collective tasks to be trained during the weekly staff training sessions or the monthly STX.
2. Performance of the STX substitutes for Cell/Staff/Section Training in week four (4).

2nd Month

- Week 1 - Cell/Staff/Section Training (1)
- Week 2 - Cell/Staff/Section Training (1)
- Week 3 - TOCEX (2)
- Week 4 - Cell/Staff/Section Training (1)

Notes:

1. Training during these weekly periods concentrates on staff METL tasks identified as priority in the CTG. Training time here could also be spent training tasks evaluated as NO GO during the 1st month's training periods. LCXs and MCXs can also be used to enhance staff coordination.
2. Performance of the TOCEX substitutes for performance of the monthly STAFFEX. Commanders may have to modify or extend the training period of the TOCEX to include training tasks that would have been normally performed in the STAFFEX.
3. Tasks trained here can be tasks rated as NO GO during the previous week's TOCEX.

3rd Month

- Week 1 - Cell/Staff/Section Training (1)
- Week 2 - TEWT (1)
- Week 3 - Cell/Staff/Section Training (1)
- Week 4 - CPX (2)

Notes:

1. This TEWT substitutes for performance of the Call/Staff/Section training that would normally be performed this week. Ideally, the TEWT's discussion points and learning objectives would be developed to support/reinforce collective tasks trained in the previous month's Cell/Staff/Section, STAFFEX, or TOCEX training periods. The commander may also structure the TEWT to train staff coordination and integration tasks as key for the upcoming CPX.
2. Substitutes for performance of the STAFFEX normally performed during the month.

As seen in the above, the commander structures his training program using recommended CATS training events, frequencies, and critical gates to support METL training. Weekly or monthly training events can be conducted independently or integrated into other collective training exercises. In scheduling training, the commander should take maximum advantage of higher headquarters directed events to accomplish recommended CATS training events.

g. Horizontal and Vertical Integration. In executing this training strategy, the commander vertically integrates his training requirements with the battalion's/group's training requirements. The company's training strategy is also horizontally integrated with other companies in the battalion to ensure combined arms training is effected.

APPENDIX B

ARMY UNIVERSAL TASK LIST

Army Universal Task List BOS are the major functions performed by the force on the battlefield to successfully execute Army operations (battles and engagements) in order to accomplish military objectives directed by the operational commander. Under each AUTL BOS are the collective tasks used for unit training. The AUTL BOS includes the following functional areas: develop intelligence, deploy/conduct maneuver, protect the force, perform CSS and sustainment, and exercise command and control. Each of these functions is described below.

B-1. DEVELOP INTELLIGENCE. The develop intelligence task area is the activity to generate knowledge of and products portraying the enemy and environment features required by a commander in planning and conducting operations. It is derived from an analysis of information on the enemy's capabilities, intentions, vulnerabilities, and the environment. This includes the development of tactical intelligence requirements, the planning of collection activities, the collection of relevant information, the processing of that information to include the development of targeting information, and the preparation and dissemination of intelligence.

B-2. DEPLOY/CONDUCT MANEUVER. The deploy/conduct maneuver task area is the movement of combat forces to achieve a position of advantage with respect to enemy forces. This task area includes the employment of forces on the battlefield in combination with direct fire or fire potential. Indirect fires are included under the "Employ Fires" task area. It also includes the conduct of tactical movement of all types of units, mobility operations, counter-mobility operations, and tactical actions associated with force protection.

B-3. PROTECT THE FORCE. The protect the force task area is the protection of the tactical force's fighting potential so it can be applied at the appropriate time and place. It includes those measures the force takes to remain viable and functional by protecting itself from the effects of (or recovery from) enemy activities. Those active and passive measures encompass the following:

- a. Conduct air/missile defense.
- b. Protect against enemy hazards within the AO.
- c. Conduct local security operations.
- d. Conduct defensive information operations.

B-4. PERFORM CSS AND SUSTAINMENT. The perform CSS and sustainment task area is the support and service provided to sustain forces in an area of operations during war and during stability operations and support operations. This tactical task area involves the provision of supply, maintenance, transportation, CHS, personnel, legal, finance, religious, public affairs, contracting, distribution management, and field and other service support (such as general engineering support) required to sustain an operating force in an area of operations that may be joint, multinational, interagency, or a combination of these forces. Combat service support may be required to support contractors, civilians (such as refugees and disaster victims), or members of other governmental and non-governmental agencies. It includes civil-military operations.

B-5. EXERCISE COMMAND AND CONTROL. The exercise C2 task area is the exercise and direction by a properly designated commander over assigned and available forces in the accomplishment of the mission. C2 tasks are performed through an arrangement of personnel, information management, procedures, and equipment and facilities employed by a commander in planning, preparing for, executing, and assessing the conduct of operations to accomplish the mission. It includes the acquisition and management of information, the maintenance of situational understanding, the conduct of situational estimates to determine actions, applying risk management, and the direction and leading of subordinate forces.

APPENDIX C

Geneva Conventions

THE EFFECTS OF THE LAWS OF LAND WARFARE ON COMBAT HEALTH SUPPORT

C-1. The Law of War.

a. The law of land warfare (see DA Pamphlet 27-1 and FM 27-1) regulates the conduct of armed hostilities on land. This body of law is inspired by the desire to diminish the evils of war by--

- (1) Protecting both combatants and noncombatants from unnecessary suffering.
- (2) Safeguarding certain fundamental human rights of persons who fall into the hands of the enemy, particularly prisoners of war, the wounded and sick, and civilians.
- (3) Facilitating the restoration of peace.

b. The law of war places limits on the exercise of a belligerent's power in the interest of furthering that desire (diminishing the evils of war), and it requires that belligerents--

- (1) Refrain from employing any kind or degree of violence, which is not actually necessary for military purposes.
- (2) Conduct hostilities with regard for the principles of humanity and chivalry.

C-2. Sources of the Law of War.

a. The law of war is derived from two principal sources.

- (1) Treaties (or conventions) such as The Hague and Geneva Conventions.
- (2) Custom--practices which by common consent and long-established uniform adherence has taken on the force of law.

b. Under the Constitution of the U.S., treaties constitute part of the "supreme Law of the Land," and thus must be observed by both military and civilian personnel. The unwritten or customary law of war is also part of the law of the U.S. It is binding upon the U.S., citizens of the U.S., and other persons serving this country.

C-3. The Geneva Conventions. The U.S. is a Party to numerous conventions and treaties pertinent to warfare on land. Collectively, these treaties are often referred to as The Hague and Geneva Conventions. Whereas The Hague Conventions concern the methods and means of warfare, The Geneva Conventions concern the victims of war or armed conflict. The Geneva Conventions are four separate international treaties, signed in 1949, and are respectively entitled:

a. "Geneva Convention for the Amelioration of the Condition of the Wounded and Sick in Armed Forces in the Field" (GWS).

b. "Geneva Convention for the Amelioration of the Condition of Wounded, Sick, and Shipwrecked Members of Armed Forces at Sea" (GWS Sea).

c. "Geneva Convention Relative to the Treatment of Prisoners of War" (GPW).

d. "Geneva Convention Relative to the Protection of Civilian Persons in Time of War" (GC).

The Conventions are very detailed and contain many provisions, which are tied directly to the unit and CHS missions.

C-4. Protection of the Sick and Wounded. The essential and dominant idea of the GWS is that the soldier who has been wounded or who is sick, and for that reason is out of the combat in a disabled condition, is from that moment protected. Friend or foe must be tended with the same care. From this principle, numerous obligations are imposed upon Parties to a conflict.

a. Protection and Care. Article 12 of the GWS imposes several specific obligations regarding the protection and care of the wounded and sick.

(1) The first paragraph of Article 12, GWS, states "Members of the armed forces and other persons mentioned in the following Article, who are wounded or sick, shall be respected and protected in all circumstances."

(a) The word "respect" means "to spare, not to attack," and "protect" means "to come to someone's defense, to lend help and support." These words make it unlawful to attack, kill, ill-treat, or in any way harm a fallen and unarmed enemy soldier. At the same time, these words impose an obligation to come to his aid and give him such care, as his condition requires.

(b) This obligation is applicable "in all circumstances." The wounded and sick are to be respected just as much when they are with their own army or in no man's land as when they have fallen into the hands of the enemy.

(c) Combatants as well as noncombatants are required to respect the wounded. The obligation also applies to civilians, in regard to whom Article 18 specifically states: "The civilian population shall respect these wounded and sick, and in particular abstain from offering them violence."

(d) The GWS does not define what is meant by "wounded or sick," nor has there ever been any definition of the degree of severity of a wound or a sickness entitling the wounded or sick combatant to respect. Any definition would necessarily be restrictive in character and would thereby open the door to misinterpretation and abuse. The meaning of the words "wounded and sick" is thus a matter of common sense and good faith. It is the act of falling or laying down of arms because of a wound or sickness, which constitutes the claim to protection. Only the soldier who is himself seeking to kill may be killed.

(e) The benefits afforded the wounded and sick extend not only to members of the armed forces, but to other categories of persons as well, classes of whom are specified in Article 13, GWS. Even though a wounded person is not in one of the categories enumerated in the Article, we still must respect and protect that person. There is a universal principle, which says that any wounded or sick person is entitled to respect and humane treatment and the care, which his condition requires. Wounded and sick civilians have the benefit of the safeguards of the GC.

(2) The second paragraph of Article 12, GWS, provides that the wounded and sick "...shall be treated humanely and cared for by the Party to the conflict in whose power they may be, without any adverse distinction found on sex, race, nationality, religion, political opinions, or other similar criteria..."

(a) All adverse distinctions are prohibited. Nothing can justify a belligerent in making any adverse distinction between wounded or sick who require his attention, whether they be friend or foe. Both are on equal footing in the matter of their claims to protection, respect, and care. The foregoing is not intended to prohibit concessions, particularly with respect to food, clothing, and shelter, which take into account the different national habits and backgrounds of the wounded and sick.

(b) The wounded and sick shall not be made the subjects of biological, scientific, or medical experiments of any kind, which are not justified on medical grounds and dictated by a desire to improve their condition.

(c) The wounded and sick shall not willfully be left without medical assistance, nor shall conditions exposing them to contagion or infection be created.

(3) The only reasons, which can justify priority in the order of treatment, are reasons of medical urgency. This is the only justified exception to the principle of equality of treatment of the wounded.

(4) Paragraph 5 of Article 12, GWS, provides that if we must abandon wounded or sick, we have a moral obligation to, "as far as military considerations permit," leave medical supplies and personnel to assist in their care. This provision is in no way bound up with the absolute obligation imposed by paragraph 2 to care for the wounded. A belligerent can never refuse to care for enemy wounded on the pretext that his adversary has abandoned them without medical personnel and equipment.

b. Enemy Wounded and Sick. The protections accorded the wounded and sick apply to friend and foe alike without distinction. Certain provisions of the GWS; however, specifically concern enemy wounded and sick. There are also provisions in the GPW, which, because they apply to prisoners of war generally, also apply to enemy wounded or sick.

(1) Article 14 of the GWS states that persons who are wounded and then captured have the status of prisoners of war. However, that wounded soldier is also a person who needs treatment. Therefore, a wounded soldier who falls into the hands of an enemy who is a Party to the GWS and the GPW, such as the U.S., will enjoy protection under both Conventions until his recovery. The GWS will take precedence over the GPW where the two overlap.

(2) Article 16 of the GWS requires the recording and forwarding of information regarding enemy wounded, sick, or dead (See AR 190-8 for disposition of an EPW after hospital care).

(3) When intelligence indicates that large numbers of EPW may result from an operation, medical units may require reinforcement to support the anticipated additional EPW patient work load. Procedures for estimating the medical work load involved in the treatment and care of EPW patients are described in FM 8-55.

c. Search for and Collection of Casualties. Article 15 of the GWS imposes a duty on combatants to search for and collect the dead and wounded and sick as soon as circumstances permit. It is left to the tactical commander to judge what is possible, and to decide to commit his medical personnel to this effort. If circumstances permit, an armistice or suspension of fire should be arranged to permit this effort.

d. Assistance of the Civilian Population. Article 18, GWS addresses the civilian population. It allows a belligerent to ask the civilians to collect and care for wounded or sick of whatever nationality. This provision does not relieve the military authorities of their responsibility to give both physical and moral care to the wounded and sick. The GWS also reminds the civilian population that they must respect the wounded and sick, and in particular must not injure them.

e. Enemy Civilian Wounded and Sick. Certain provisions of the GC are relevant to the unit and CHS missions.

(1) Article 16 of the GC provides that enemy civilians who are "wounded and sick, as well as the infirm, and expectant mothers, shall be the object of particular protection and respect." The Article also requires that, "as far as military considerations allow, each Party to the conflict shall facilitate the steps taken to search for the killed and wounded [civilians], to assist...other persons exposed to grave danger, and to protect them against pillage and ill-treatment [emphasis added]."

(a) The "protection and respect" to which wounded and sick enemy civilians are entitled is the same as that accorded to wounded and sick enemy military personnel.

(b) While Article 15 of the GWS requires Parties to a conflict to search for and collect the dead and wounded and sick members of the armed forces, Article 16 of the GC states that the Parties must "facilitate the steps taken" in regard to civilians. This recognizes the fact that saving civilians is the responsibility of the civilian authorities rather than of the military. The military is not required to provide injured civilians with medical care in a CZ. However, if we start providing treatment we are bound by the provisions of the GWS. Provisions for treating civilians (enemy or friendly) will be addressed in COMMZ regulations.

(2) In occupied territories, the Occupying Power must accord the inhabitants numerous protections as required by the GC. The provisions relevant to medical care include--

(a) Requirement to bring in medical supplies for the population if the resources of the occupied territory are inadequate.

(b) Prohibition on requisitioning medical supplies unless the requirements of the civilian population have been taken into account.

(c) Duty of ensuring and maintaining, with the cooperation of national and local authorities, the medical and hospital establishments and services, public health, and hygiene in the occupied territory.

(d) Requirement that medical personnel of all categories be allowed to carry out their duties.

(e) Prohibition on requisitioning civilian hospitals on other than a temporary basis and then only in cases of urgent necessity for the care of military wounded and sick and after suitable arrangements have been made for the civilian patients.

(f) Requirement to provide adequate medical treatment to detained persons.

(g) Requirement to provide adequate medical care in internment camps.

C-5. Protection and Identification of Medical Personnel. Article 24 of the GWS provides special protection for "Medical personnel exclusively engaged in the search for, or the collection, transport, or treatment of the wounded or sick, or in the prevention of disease, [and] staff exclusively engaged in the administration of medical units and establishments...[emphasis added]." Article 25 provides limited protection for "Members of the armed forces specially trained for employment, should the need arise, as hospital orderlies, nurses, or auxiliary stretcher-bearers, in the search for or the collection, transport, or treatment of the wounded and sick, if they are carrying out those duties at the time when they come into contact with the enemy or fall into his hands [emphasis added]."

a. Protection. There are two separate and distinct forms of protection.

(1) The first is protection from intentional attack if medical personnel are identifiable as such by an enemy in a combat environment. Normally this is facilitated by medical personnel wearing an arm band bearing the Distinctive Emblem (a red cross or red crescent, on a white background), or by their employment in a medical unit, establishment, or vehicle (including medical aircraft and hospital ships) that displays the Distinctive Emblem. Persons protected by Article 25 may wear an arm band bearing a miniature Distinctive Emblem only while executing medical duties.

(2) The second protection provided by the GWS pertains to medical personnel who fall into the hands of the enemy. Article 24 personnel are entitled to "retained person" status. They are not deemed to be prisoners of war, but otherwise benefit from the protections of the GPW. They are authorized to carry out medical duties only, and "shall be retained only in so far as the state of health...and the number of prisoners of war require." Article 25 personnel are prisoners of war, but shall be employed on their medical duties in so far as the need arises. They may be required to perform other duties or labor, and they may be held until a general repatriation of prisoners of war is accomplished upon the cessation of hostilities.

b. Specific Cases. The AMEDD personnel and non-AMEDD personnel assigned to medical units fall into the category identified in Article 24 provided they meet the "exclusively engaged" criteria of that article. The U.S. Army does not have any personnel who officially fall into the category identified in Article 25. While it is not a violation of the GWS for Article 24 personnel to perform nonmedical duties, it should be understood; however, that Article 24 personnel lose their protected status under that article if they perform duties or tasks inconsistent with their noncombatant role. Should those personnel later take up their medical duties again, a reasonable argument might be made that they cannot regain Article 24 status since they have not been exclusively engaged in medical duties and that such switching of roles might at best cause such personnel to fall under the category identified in Article 25.

(1) While only Article 25 refers to nurses, nurses are Article 24 personnel if they meet the "exclusively engaged" criteria of that article.

(2) The AMEDD officers and NCOs assigned to nonmedical positions in an FSB, MSB, or DISCOM are neither Article 24 nor Article 25 personnel. Such assignments place them in the role of a combatant. Examples of such personnel are--

(a) The AMEDD officers serving as commanders of FSBs or MSBs with responsibility for base or base cluster defense as well as command and control of medical and nonmedical units.

(b) The AMEDD officers and NCOs assigned to nonmedical staff positions with an FSB or MSB with responsibility for planning and supervising the logistics support for a combat maneuver brigade or other combat unit.

(3) Article 24 personnel who might become Article 25 personnel by virtue of their switching roles could include the following:

(a) A medical company commander, a physician, or the executive officer, an MSC officer, detailed as convoy march unit commander with responsibility for medical and nonmedical unit routes of march, convoy control, defense, and repulsing attacks.

(b) Helicopter pilots who are permanently assigned to a dedicated medical aviation unit to fly medical evacuation helicopters, but fly helicopters not bearing the red cross emblems on standard combat missions during other times.

(4) The GWS does not itself prohibit the use of Article 24 personnel in perimeter defense of nonmedical units such as unit trains logistics areas or base clusters under overall security defense plans, but the policy of the U.S. Army is that Article 24 personnel will not be used for this purpose. Adherence to this policy should avoid any issues regarding their status under the GWS due to a temporary change in their role from noncombatant to combatant. Medical personnel may guard their own unit without any concurrent loss of their protected status.

c. Identification Cards and Arm Bands. Medical personnel who meet the "exclusively engaged" criteria of Article 24, GWS, are entitled to wear an arm band bearing the Distinctive Emblem of the red cross and carry the medical personnel identification card authorized in Article 40, GWS (in the U.S. armed services, DD Form 1934). Article 25 personnel and medical personnel serving in positions that do not meet the "exclusively engaged" criteria of Article 24 are not entitled to carry the medical personnel identification card or wear the Distinctive Emblem arm band. Such personnel carry a standard military identification card (DD Form 2A) and, under Article 25, may wear an arm band bearing a miniature Distinctive Emblem when executing medical duties. (For a discussion of ID cards, see AR 600-8-14.)

C-6. Protection and Identification of Medical Units and Establishments, Buildings and Materiel, and Medical Transports.

a. Protection. There are two separate and distinct forms of protection.

(1) The first is protection from intentional attack if medical units, establishments, or transports are identifiable as such by an enemy in a combat environment. Normally, this is facilitated by medical units or establishments flying a white flag with a red cross and by marking buildings and transport vehicles with the red cross emblem.

(a) It follows that if we cannot attack recognizable medical units, establishments, or transports, we should allow them to continue to give treatment to the wounded in their care as long as this is necessary.

(b) All vehicles employed exclusively on medical transport duty are protected on the field of battle. Medical vehicles being used for both military and medical purposes, such as moving wounded personnel during an evacuation and carrying retreating belligerents as well, are not entitled to protection.

(c) Medical aircraft, like medical transports, are protected from intentional attack, but with a major difference: they are protected only "while flying at heights, times, and on routes specifically agreed upon between the belligerents concerned." Article 36, GWS. Such agreements may be made for each specific case or may be of a general nature, concluded for the duration of hostilities. If there is no agreement, belligerents use medical aircraft at their own risk and peril.

(d) The second paragraph of Article 19 imposes an obligation upon belligerents to "ensure that the said medical establishments and units are, as far as possible, situated in such a manner that attacks against military objectives cannot imperil their safety." Hospitals should be sited alone, as far as possible from military objectives. The unintentional bombardment of a medical establishment or unit due to its presence among or in proximity to valid military objectives is not a violation of the GWS. Legal protection is certainly valuable, but it is more valuable still when accompanied by practical safeguards.

(2) The second protection provided by the GWS pertains to medical units, establishments, materiel, and transports, which fall into the hands of the enemy.

(a) Captured mobile medical unit materiel is to be used first to treat the patients in the captured unit. If there are no patients in the captured unit, or when those who were there have been moved, the materiel is to be used for the treatment of other wounded and sick persons. (See Chapter 6 for additional information on captured enemy equipment.)

(b) Generally, the buildings, materiel, and stores of fixed medical establishments will continue to be used to treat wounded and sick. However, after provision is made to care for remaining patients, tactical commanders may make other use of them. All distinctive markings must be removed if the buildings are to be used for other than medical purposes.

(c) The materiel and stores of fixed establishments and mobile medical units are not to be intentionally destroyed, even to prevent them from falling into enemy hands. The actual buildings may in certain extreme cases have to be destroyed for tactical reasons.

(d) Medical transports which fall into enemy hands may be used for any purpose once arrangements have been made for the medical care of the wounded and sick they contain. The distinctive markings must be removed if they are to be used for nonmedical purposes.

(e) A medical aircraft is supposed to obey a summons to land for inspection. If it is performing its medical mission, it is supposed to be released to continue its flight. If examination reveals that an act "harmful to the enemy" (that is if the aircraft is carrying munitions, for example) has been committed, it loses the protections of the Convention and may be seized. If a medical aircraft makes an involuntary landing, all aboard, except the medical personnel, will be prisoners of war. A medical aircraft refusing a summons to land is a fair target.

b. Identification. The GWS contains several provisions regarding the use of the red cross emblem on medical units, establishments, and transports (the identification of medical personnel has been previously discussed).

(1) Article 39 of the GWS reads as follows: "Under the direction of the competent military authority, the emblem shall be displayed on the flags, armlets, and on all equipment employed in the Medical Service."

(a) There is no obligation on a belligerent to mark his units with the emblem. Sometimes a commander (generally no lower than a brigade commander for U.S. forces) may order the camouflage of his medical units in order to conceal the presence or real strength of his forces. The enemy must respect a medical unit if he knows of its presence, even one, which is camouflaged or not marked. The absence of a visible red cross emblem; however, coupled with a lack of knowledge on the part of the enemy as to the unit's protected status, may render that unit's protection valueless.

(b) The distinctive emblem is not a red cross alone; it is a red cross on a white background. Should there be some good reason; however, why an object protected by the Convention can only be marked with a red cross without a white background, belligerents may not make the fact that it is so marked a pretext for refusing to respect it.

(c) Some countries use the red crescent on a white background in place of the red cross. This emblem is recognized as an authorized exception under Article 38, GWS. Although not specifically authorized as a symbol in lieu of the red cross, enemies of Israel in past wars have recognized the red Star of David and have afforded it the same respect as the red cross. This showed compliance with the general rule that the wounded and sick must be respected and protected when they are recognized as such, even when not properly marked.

(d) The initial phrase of Article 39 shows that it is the military commander who controls the emblem and can give or withhold permission to use it. He is at all times responsible for the use made of the emblem and must see that it is not improperly used by the troops or by individuals.

(2) Article 42 of the GWS specifically addresses the marking of medical units and establishments.

(a) "The distinctive flag of the Convention shall be hoisted only over such medical units and establishments as are entitled to be respected under the Convention, and only with the consent of the military authorities." Paragraph 1, Article 42, GWS. Although the Convention does not define "the distinctive flag of the Conventions," what is meant is a white flag with a red cross in its center. Also, the word "flag" must be taken in its broadest sense. Hospitals are often marked by one or several red cross emblems painted on the roof. Finally, the military authority must consent to the use of the flag (see the above comments on Article 39) and must ensure that the flag is used only on buildings entitled to protection.

(b) "In mobile units, as in fixed establishments, [the distinctive flag] may be accompanied by the national flag of the Party to the conflict to which the unit or establishment belongs." Paragraph 2, Article 42, GWS. This provision makes it optional to fly the national flag with the red cross flag. It should be noted that on a battlefield, the national flag is a symbol of belligerency and is therefore likely to provoke attack.

(3) In a NATO conflict, camouflage of the Geneva emblem is provided on medical facilities where the lack of camouflage might compromise tactical operations. Medical facilities on land, supporting forces of other nations, will display or camouflage the Geneva emblem in accordance with national regulations and procedures. When failure to camouflage would endanger or compromise tactical operations, the camouflage of medical facilities may be ordered by a NATO commander of at least brigade level or equivalent. Such an order is to be temporary and local in nature and countermanded as soon as the circumstances permit. It is not envisaged that fixed, large, medical facilities would be camouflaged. The Standardization Agreement defines "medical facilities" as "medical units, medical vehicles, and medical aircraft on the ground." (For information on camouflage painting, see AR 750-1.)

NOTE

There is no such thing as a "camouflaged" red cross. When camouflaging a medical unit, either cover up the red cross or take it down. A black cross on an olive drab background is not a symbol recognized under the Geneva Conventions.

(4) Medical evacuation vehicles and medical materiel containers will, unless ordered otherwise, be marked with the Distinctive Emblem (red cross on a white background) and other distinguishing insignia and color markings when required.

C-7. Loss of Protection of Medical Establishments and Units. Medical assets lose their protected status by committing acts "harmful to the enemy," Article 21, GWS. A warning must be given to the offending unit and a reasonable amount of time allowed to cease such activity.

a. Acts Harmful to the Enemy. The phrase "acts harmful to the enemy" is not defined in the Convention, but should be considered to include acts the purpose or effect of which is to harm the enemy, by facilitating or impeding military operations. Such harmful acts would include, for example, the use of a hospital as a shelter for able-bodied combatants, as an arms or ammunition dump, or as a military observation post. Another instance would be the deliberate siting of a medical unit in a position where it would impede an enemy attack.

b. Warning and Time Limit. The enemy has to warn the unit to put an end to the harmful acts and must fix a time limit on the conclusion of which he may open fire or attack if the warning has not been complied with. The phrase "in all appropriate cases" recognizes that there might obviously be cases where no time limit could be allowed. A body of troops approaching a hospital and met by heavy fire from every window would return fire without delay.

c. Use of Smoke and Obscurants. The use of smoke and obscurants during medical evacuation operations does not differ from the use of camouflage and does not constitute an act harmful to the enemy.

C-8. Conditions Not Depriving Medical Units and Establishments of Protection.

a. Article 22 of the GWS reads as follows: "The following conditions shall not be considered as depriving a medical unit or establishment of the protection guaranteed by Article 19:

(1) That the personnel of the unit or establishment are armed, and that they use the arms in their own defense, or in that of the wounded and sick in their charge.

(2) That in the absence of armed orderlies, the unit or establishment is protected by a picket or by sentries or by an escort.

(3) That small arms and ammunition taken from the wounded and sick and not yet handed to the proper service, are found in the unit or establishment.

(4) That personnel and materiel of the veterinary service are found in the unit or establishment, without forming an integral part thereof.

(5) That the humanitarian activities of medical units and establishments or of their personnel extend to the care of civilian wounded or sick."

b. These five conditions are not to be regarded as acts harmful to the enemy. These are particular cases where a medical unit retains its character as such, and its right to immunity, in spite of certain appearances, which might have led to the contrary, conclusion or, at least, created some doubt.

(1) Defense of medical units and self-defense by medical personnel. A medical unit is granted a privileged status under the laws of war. This status is based on the view that medical personnel are not combatants and that their role in the combat area is exclusively a humanitarian one. In recognition of the necessity of self-defense; however, medical personnel may be armed for their own defense or for the protection of the wounded and sick under their charge. To retain this privileged status, they must refrain from all aggressive action, and may only employ their weapons if attacked in violation of the Convention. They may not employ arms against enemy forces acting in conformity with the law of war and may not use force to prevent the capture of their unit by the enemy (it is, on the other hand, perfectly legitimate for a medical unit to withdraw in the face of the enemy). Medical personnel who use their arms in circumstances not justified by the law of war expose themselves to penalties for violation of the law of war and, provided they have been given due warning to cease such acts, may also forfeit the protection of the medical unit or establishment which they are protecting.

(a) Medical personnel may carry only small arms, such as rifles or pistols or authorized substitutes. AR 71-32 provides the policy that governs the small arms medical personnel are authorized to carry. AR 350-41 also supports this policy. It states "AMEDD personnel and non-AMEDD personnel in medical units will not be required to train or qualify with weapons other than individual or small arms weapons. However, AMEDD personnel attending training at NCOES courses will receive weapons instruction that is part of the curriculum. This will ensure that successful completion of the course is not jeopardized by failure to attend the weapons training portion of the curriculum."

(b) The presence of machine guns, grenade launchers, booby traps, hand grenades, light antitank weapons, or mines (regardless of the method by which they are detonated) in or around a medical unit or establishment would seriously jeopardize its entitlement to privileged status under the GWS. The deliberate arming of a medical unit with such items could constitute an act harmful to the enemy and cause the medical unit to lose its protection, regardless of the location of the medical unit. See the previous discussion of loss of protection of medical units and establishments.

(2) Guarding of medical units. As a rule, a medical unit is to be guarded by its own personnel. However, it will not lose its protected status if the guard is performed by a number of armed soldiers. The military guard attached to a medical unit may use its weapons, just as armed medical personnel may, to ensure the protection of the unit. But, as in the case of medical personnel, the soldiers may only act in a purely defensive manner, and may not oppose the occupation or control of the unit by an enemy who is respecting the unit's privileged status. The status of such soldiers is that of ordinary members of the armed forces. The mere fact of their presence with a medical unit will shelter them from attack. In case of capture, they will be prisoners of war.

(3) Arms and ammunition taken from the wounded. Wounded arriving in a medical unit may still be in possession of small arms and ammunition, which will be taken from them and handed to authorities outside the medical unit. Should the enemy capture a unit before it is able to get rid of these arms, their presence is not of itself cause for denying the protection to be accorded the medical unit under the GWS.

(4) Personnel and materiel of the veterinary corps. The presence of personnel and materiel of the veterinary corps with a medical unit is authorized, even where they do not form an integral part of such unit.

(5) Care of civilian wounded or sick. A medical unit or establishment protected by the GWS may take in civilians as well as military wounded and sick without jeopardizing its privileged status. This clause merely sanctions what is actually done in practice.

C-9. 1977 Protocols to The Geneva Conventions. Amendments to The Geneva Conventions have been ratified by some of our allies and potential adversaries. The U.S. representative to the diplomatic conference signed these amendments, but our government has not officially ratified them.

GLOSSARY

AA	assembly area
AACG	arrival airfield control group
AAR	after action review
AC	active component
ACofS	Assistant Chief of Staff
ACS	Army Community Service
ADC	area damage control
ADP	automated data processing
AER	Army Emergency Relief
AG	Adjutant General
AI	area of interest; area of influence
AM	amplitude modulation
AMEDD	Army Medical Department (US Army)
AO	area of operations
APOD	aerial port of debarkation
APOE	aerial port of embarkation
AR	Army regulation
ARC	Army Red Cross
ARTEP	Army Training and Evaluation Program
ATTN	attention
A/SPOD	aerial/sea port of debarkation
A/SPOE	aerial/sea port of embarkation
ASAS	All Source Analysis System
ATWESS	antitank weapon effects signature simulator
AUEL	automated unit equipment list
AUTL	Army Universal Task List
BF	battle fatigue
BFACS	Battlefield Functional Area Control System
BOS	Battlefield Operating System
C2	command and control
C3CM	command, control, communication, countermeasures
CALFEX	Combined Arms Live Fire Exercise
CAS	close air support
CATS	combined arms training strategy
CCI	commander's critical information
CCIR	Commander's Critical Information Requirements
Cdr	Commander
CE	communications-electronics
CFX	command field exercise
CHS	combat health support
CO	company
COMEX	communications exercise
COMMZ	communications zone
COMSEC	communications security
COA	course of action
CONPLAN	contingency plan
CONUS	continental United States
COOP	contingency/continuity of operations plans
COSCOM	Corps Support Command

CP	command post
CPT	captain
CPX	command post exercise
CS	combat, smoke
CSM	Command Sergeant Major
CSS	combat service support
CSSAMO	Combat Service Support Automation Management Office
CSSCS	Combat Service Support Control System
CTA	common table of allowances
CTC	combat training center
CTG	command training guidance
CZ	combat zone
DA	Department of the Army
DACG	departure airfield control group
DAMMS-R	Department of the Army Movement Management System-Redesigned
DC	direct current
DD	Department of Defense
DE	directed energy
DEL	deployment equipment list
DISCOM	Division Support Command
DMOS	duty military occupational specialty
DOD	Department of Defense
DOL	Director of Logistics
DPCA	director of personnel and community activities
DS	direct support
DTO	Division Transportation Officer
EAD	Echelons Above Division
ECCM	electronic counter-countermeasures
EEFI	essential elements of friendly information
ELSEC	electronic security
EOC	Emergency Operations Center
EOD	explosive ordnance disposal
EPW	enemy prisoners of war
ETA	estimated time of arrival
EW	electronic warfare
F	Fahrenheit
FAD	field activity designator
FASCAM	family of scatterable mines
FDC	fire direction center
FM	field manual; frequency modulated
FRAGO	fragmentary order
FSB	forward support battalion
FSG	forward support group
FTX	field training exercise
G1	Assistant Chief of Staff, G1 (Personnel)
G2	Intelligence Staff at Corps and Division
G3	Operations, Plans, and Training Staff at Corps and Division
G4	Logistics Staff at Corps and Division
HHC	headquarters and headquarters company
HN	host nation

HQ	headquarters
hr	hour(s)
IAW	in accordance with
ICUMO	installation commander unit movement officer
ID	identification
INTSUM	intelligence summary
IPB	installation property book
IR	intelligence requirement
ISR	intelligence, surveillance, and reconnaissance
ITO	Installation Transportation Officer
JP	Joint Publication
KIA	killed in action
LAW	light antitank weapon
LCX	Logistics Coordination Exercise
LOC	Logistics Operations Center
LOGSTAT	logistics status
LOTS	Logistics-Over-The-Shore
LP	listening post
LPB	Logistics Preparation of the Battlefield
LPT	Logistics Preparation of the Theater
LT	lieutenant
LTA	local training area
MA	marshaling area
MACOM	major Army command
MAJ	major
MAPEX	map exercise
MAT	materiel
MCB	movement control battalion
MCC	movement control center
MCS	Maintenance Control Section
MCT	movement control team
MCSR	Materiel Condition Status Report
MCX	Movement Control Exercise
MDMP	Military Decision Making Process
METL	Mission Essential Task List
METT-T	mission, enemy, terrain, troops and time available
METT-TC	mission, enemy, terrain, troops, time, civilians
MHE	material handling equipment
MIA	missing in action
MIJI	meaconing, intrusion, jamming, and interference
MIL	Master Incident List
MILES	Multiple Integrated Laser Engagement System
min	minute(s)
mm	millimeter
MMC	Material Management Center
MOBPLAN	mobility plan
MOPP	mission-oriented protection posture
MOS	military occupational specialty
MOUT	military operations on urbanized terrain
MP	military police
MQS	military qualification standard

MSB	Main Support Battalion
MSC	Medical Support Center
MSR	main supply route
MST	maintenance support team
MTMC	Military Traffic Management Command
MTOE	modified tables of equipment
MTP	mission training plan
MTS	movement tracking system
MWO	modification work order
MWR	morale, welfare, and recreation
NATO	North American Treaty Organization
NBC	nuclear, biological, and chemical
NCO	noncommissioned officer
NCOES	Noncommissioned Officer Education System
NCS	net control station
NLT	not later than
No.	number
OC	observer controller
OCONUS	outside continental United States
OEG	operational exposure guidance
OIC	officer in charge
OP	observation post
OPFOR	opposing force
OPLAN	operation plan
OPORD	operation order
OPSEC	operations security
OPTEMPO	operating tempo
ORF	operational readiness float
PAO	public affairs office
PAM	pamphlet
PERSTAT	personnel status
PIR	primary/priority intelligence requirement
PLL	prescribed load list
PMCS	preventive maintenance checks and services
PMCT	Port Movement Control Team
PMO	Provost Marshal's Office
POD	port of debarkation
POL	petroleum, oils, lubricants
POV	privately owned vehicle
PSA	port support activity
psi	pounds per square inch
PSR	Personnel Strength Report
PX	post exchange
RAA	rear assembly area
RAOC	Rear Area Operations Center
RC	Reserve Component
RCPOC	Reserve Component Point of Contact
RP	release point
RSO&I	reception, staging, onward movement, and integration
RSOP	redeployment standing operating procedures

RTD	return to duty
RTOC	Rear Tactical Operations Center
RWI	Radio Wire Integration; Radio Wire Interface
S1	Adjutant (US Army)
S2/3	Intelligence and Operations Officer (US Army)
S2	Intelligence Officer (US Army)
S3	Operations and Training Officer (US Army)
S4	Supply Officer (US Army)
S6	communications/electronics officer
SA	staging area
SAMS	Satellite Automatic Monitoring System
SAW	small arms weapon
SCPE	Simplified Collective-Protection Equipment
SDO	Staff Duty Officer
SDNCO	Staff Duty Noncommissioned Officer in Charge
SIDPERS	Standard Installation/Division Personnel System
SIGSEC	signal security
SITREP	situation report
SJA	Staff Judge Advocate
SL	skill level
SM	soldier's manual
SMCT	soldier's manual of common tasks
SOI	signal operation instruction
SOP	standing operating procedure
SOTI	security, operations, training and intelligence
SP	start point
SPBS-R	Standard Property Book System-Redesign
SPO	security, plans, and operations
SPOD	sea port of debarkation
SPOE	sea port of embarkation
SRP	Soldiers Readiness Program
SSI	standard signal instructions
STAFFEX	staff exercise
STAMIS	Standard Army Management Information System
STP	Soldier Training Publication
STRAC	standards in training commission
STRIKEWARN	strike warning
STX	situational training exercise
SVCS	services
T&EO	Training and Evaluation Outline
TA	Theater Army
TAA	tactical assembly area
TADSS	training aids, devices, simulators, and simulations
TC	training circular
TDA	table(s) of daily allowances
TDY	temporary duty
TEMPEST	compromising emanations controls
TEWT	tactical exercise without troops
TG	trainer's guide
TM	technical manual
TMCA	Theater Army Movements Control Agency

TOC	Tactical Operations Center
TOCEX	tactical operations center exercise
TOE	table of organization and equipment
TPFDL	Time-Phased Force Deployment List
TRADOC	Training and Doctrine Command
TRANSCOM	Transportation Command
TSB	Theater Support Brigade
TSOP	tactical standing operating procedure
UAA	unit assembly area
UCMJ	Uniform Code of Military Justice
UIC	unit identification code
UMC	unit movement officer
UMD	unit movement data
UMO	unit movement officer
UPW	unit proficiency worksheet
US	United States
USA	United States Army
USACASCOM	United States Army Combined Arms Support Command
USAREUR	United States Army, Europe
USCS	United States Customs Service
USDA	United States Department of Agriculture
USAF	United States Air Force
USR	unit status report
VA	Virginia
VOL	volume
WARNO	warning order
WESTCOM	Western Command
XO	executive officer

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QUESTIONNAIRE

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- 2. How long have you served in this position? _____
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- 4. What is your component? _____
- 5. What is your unit?

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C. WESTCOM	D. 8TH USA
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THE FOLLOWING QUESTIONS ARE ABOUT THE MTP IN GENERAL:

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8. What part of the MTP document was least useful?

A. Chapter 1, Unit Training. _____

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F. Chapter 6, External Evaluation. _____

G. Do not know or do not have an opinion. _____

9. What part of the MTP document was most useful?

A. Chapter 1, Unit Training. _____

B. Chapter 2, Training Matrix. _____

C. Chapter 3, Mission Outline. _____

D. Chapter 4, Training Exercises. _____

E. Chapter 5, Training and Evaluation Outlines. _____

F. Chapter 6, External Evaluation. _____

G. Do not know or do not have an opinion. _____

10. What is the most difficult part of the MTP to understand?

A. Chapter 1, Unit Training. _____

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C. Chapter 3, Mission Outline. _____

D. Chapter 4, Training Exercises. _____

E. Chapter 5, Training and Evaluation Outlines. _____

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G. Do not know or do not have an opinion. _____

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E. Chapter 5, Training and Evaluation Outlines. _____

F. Chapter 6, External Evaluation. _____

G. Do not know or do not have an opinion. _____

THE FOLLOWING QUESTIONS PERTAIN TO THE TRAINING EXERCISES: STX AND FTX.

12. The exercises are designed to prepare the unit to accomplish its wartime mission. In your opinion, how well do they fulfill this intended purpose?

A. They do not prepare the unit at all. _____

B. They help but only provide 20 percent or less of my unit's training requirements. _____

C. They help but only provide 21 to 50 percent of my unit's training requirements.

D. They help but only provide 51 to 80 percent of my unit's training requirements.

E. They provide 81 percent or more of my unit's training requirements.

13. Would you recommend that any STX or FTX be added or deleted from the MTP (specify FTX or STX)?

14. What was the greatest problem you experienced with the exercises?

A. Too many pages. _____

B. Hard to read and understand. _____

C. Needs more illustrations. _____

D. Needs more information on how to set up the exercises. _____

E. Needs more information on leader training. _____

F. Needs more information on how to conduct the exercises. _____

G. Needs more information on support and resources. _____

H. Needs more information on normally attached elements.

I. Does not interface well with other training products, such as battle drills. _____

J. Do not know or do not have an opinion. _____

15. What was the second greatest problem you experienced with the exercises?

A. Too many pages. _____

B. Hard to read and understand. _____

C. Needs more illustrations. _____

D. Needs more information on how to set up the exercises. _____

E. Needs more information on leader training. _____

F. Needs more information on how to conduct the exercises. _____

G. Needs more information on support and resources. _____

H. Needs more information on normally attached elements. _____

I. Does not interface well with other training products. _____

J. Do not know or do not have an opinion. _____

16. How many STXs or FTXs have you trained personnel in or participated in personally?

THE FOLLOWING QUESTIONS APPLY TO CHAPTERS 5 AND 6 OF THE MTP:

17. What changes would you make to Chapter 5, Training and Evaluation Outlines?

A. Leave it out. _____

B. Clarify how to use this chapter with the training exercises. _____

C. Clarify how to use this chapter without the training exercises. _____

D. The standards are too detailed. _____

E. The standards are not too detailed enough. _____

F. The standards do not adequately address those elements that are normally attached in wartime.

G. Do not change; chapter is fine. _____

H. Do not know or do not have an opinion. _____

18. What changes would you make to Chapter 6, External Evaluation?

A. Leave it out. _____

B. Clarify how to use this chapter with the training exercises. _____

C. Clarify how to use this chapter without the training exercises. _____

D. The standards are too detailed. _____

E. The standards are not detailed enough. _____

F. The standards do not adequately address those elements that are normally attached in wartime. _____

G. Do not change; chapter is fine. _____

H. Do not know or do not have an opinion. _____

19. Additional Comments. _____

**ARTEP 55-62-MTP
30 SEPTEMBER 2002**

By Order of the Secretary of the Army:

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